From: (b)(6): (b)(7)(C)

Sent: 16 May 2018 14:09:07 +0000

To: (b)(6): (b)(7)(C)

Subject: HSECR-17-F-00003_P00021 // 192118EROLESA0034

(b)(6) this is a funding mod for ERO 2.0. It's the last round of funds for CLIN 1006, so that is funded all the way to 6/30. We did this bilaterally last time so please take a look and I'll send it to McKinsey to be signed.

S:\OAQ DCR CONTRACT FILES\DCR-DC\4-Southeast-Team-(b)\6| Change Management Services (HSCECR-17-F-00003 Logical Follow-on TO)\HSCECR-17-F-00003 P00021

-----Original Message-----From: (b)(6); (b)(7)(C)

Sent: Monday, May 7, 2018 9:36 AM

To: (b)(6); (b)(7)(C)

Subject: PRISM Buyer Assignment Notification

Reference Document: Requisition, 192118EROLESA0034.

Message: $(b)(6) \cdot (b)(7)(C)$ was assigned as the Buyer on 05/07/2018.

You may access the document at https://prism.dhs.gov/prod/

Owner: (b)(6) (b)(7)(C)

Requisitioner: ICE Enforcement and Removal Operati

Buyer: (b)(6) (b)(7)(C)

Site: ICE DCR

Originating Office: ICE/ERO

From: (b)(6); (b)(7)(C)

 Sent:
 29 Jun 2018 17:00:06 +0000

 To:
 OAQRecordsManagement

Cc: (b)(6); (b)(7)(C)

Subject: HSCECR-17-F-00003 P00022

Attachments: HSCECR-17-F-00003 Mod Log.xlsx, 05.05_P00022_FPDS-NG.PDF,

05.03_HSCECR-17-F-00003_P00022.pdf, 05.04_P00022_Distribution Email.pdf,

05.04_P00022_Supporting Documentation.pdf

Hi All,

Please add the attached to the Q drive. Thank you.

(b)(6);

Section Chief | Detention, Compliance & Removals DHS | ICE | Office of Acquisition Management (OAQ)

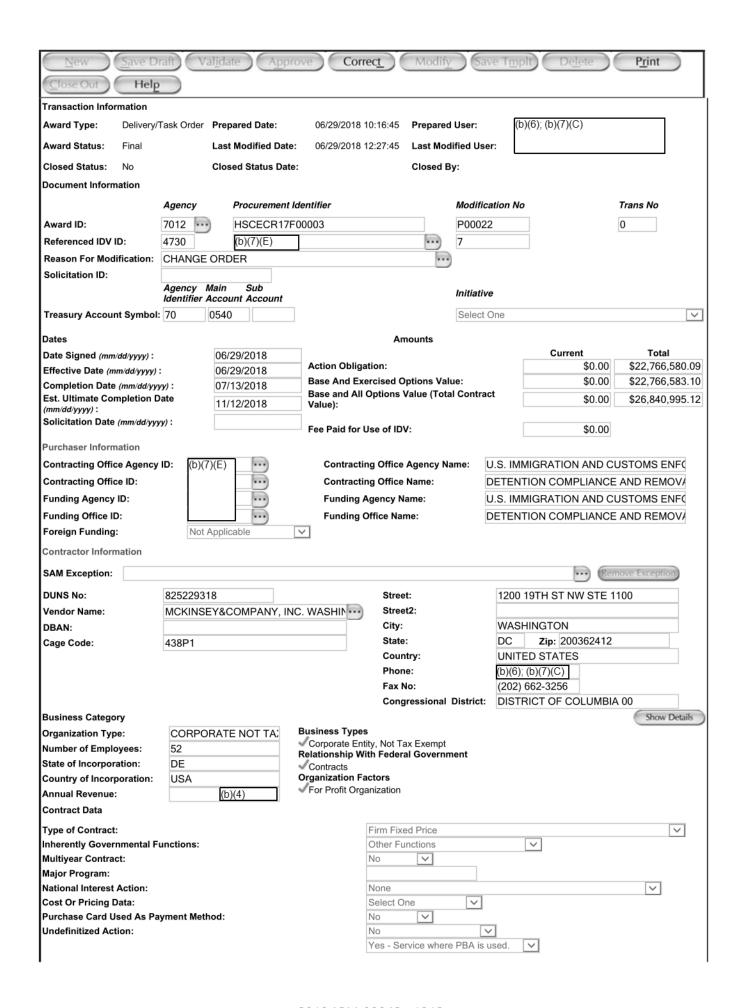
Office: 202-732-(b)(6); Mobile: 202-380-(b)(6);

Email: (b)(6); (b)(7)(C)

Rev: 9/8/2016

OAQ DCR CONTRACT & MODIFICATION LOG

Rev: 9/8/2016				OAQ DCR	CON1	[RAC]	6 MODIFICA	TION LOG				
Area	of Responsi	bility (AOR):		USA			Facility Type:	N/A	DETLOC:			
Contr	actor / Service	e Provider:	Mo	cKinsey & Company	/		Supply / Service:	Service		Obligate	d Amounts	
Name of	Facility or De	scription of					Contracting Officer:	(b)(6):	Ва	se Award:	\$	1,608,792.49
		ly / Service:	Manage	ment Consulting Se	rvices		Telephone #:		Mod	ifications:	\$2	1,157,787.60
	Contrac	t Number:		GS-10F-0118S			Contract Specialist:	(b)(6)·		Total:	\$22,	766,580.09
			Mo	cKinsey & Company	1		Telephone #:			Facility I	nformation	
Contrac	tor Contact I	nformation:	(b)(6): ((b)(7)(C)		Р	Program Contact (COR):	(b)(6):		Bed Day I	Rates (BDR)	
							Telephone #:		Bed Level 1:		Level 1 Rate:	
Sub-Co	ontractor (as	applicable):					Contract POP Start:	1/3/2017	Bed Level 2:		Level 2 Rate:	
	Orde	r Number:	HS	CECR-17-F-0000	03 0	Current Co	ontractor POP End Date:	4/1/2018	Bed Level 3:		Level 3 Rate:	
	Detentio	n Standard:		NONE			Ultimate POP End Date:	6/30/2018	Bed Level 4:		Level 4 Rate:	
	Other Appli	ed Policies:		N/A			Current Option Period:		CAPACITY:		GUAR MIN:	
	SCA (CE	R) Version:		N/A			Notice of Intent Date:		Effective	Bed Day R	ate (BDR) Date:	
Last	SCA (CBR) R	eview Date:		N/A			Projected Close Date:			Date Co	ntract Closed:	
Contract Inv	olves Minors		No	Contract include	es Volunte	er Wages:	No	Staffing Plan Included:	No	Contract	/ Order Type:	IDIQ
							dification Tracker					
			Use th	he [SPACE BAR] to	delete data			s below in lieu of using the [DE	LETE key.			
Base /	Base / Mod	Funding	Funding	Dollar Amount		ative \$	Cumulative \$		Purpose			File
Mod #	Date	Start Date	End Date	Increase / (-) Decrease	Amou Mod Cl	unt of	Amount of Total Obligation	(BE DESCRIPTIVE)			Review CS Initials
Base	12/28/2016	1/3/2017	10/9/2017	(b)(4)	MIOU CI	lialiyes	Total Obligation	Initial funding				CS
P00001	2/6/2017	1/3/2017	10/9/2017	1 7				Incorporate Milestone Paymen	4 Plen			CS
P00002	2/16/2017	1/3/2017	10/9/2017	1				Provide additional funding for		1 and 3001		CS
P00002	4/4/2017	1/3/2017	10/9/2017	1				Provide additional funding for			2 and 3002	cs
P00003	5/2/2017	1/3/2017	10/9/2017	1				Provide additional fundings for				EK
P00004	5/12/2017	1/3/2017	10/9/2017	1				Extend CLINs 2002 and 3002	OLIIV 1002, 200	72, 3002, and	rexercise 1002.	CS
P00006	5/12/2017	1/3/2017	10/9/2017	1				Fully fund CLIN 1002, Steb 1b				CS
P00007	6/13/2017	1/3/2017	10/9/2017	1				Exercise CLIN 1003, funded o	no-half			cs
P00008	6/28/2017	6/29/2017	8/24/2017	1				Extension of Services CLINs	ile-ilali			CS
P00009	7/12/2017	6/29/2017	9/1/2017	1				Extension of Period of Perform	nance			CS
P00010	7/27/2017	6/29/2017	9/1/2017	1				Fully Fund CLIN 1003, Step 2a				CS
P00011	8/15/2017	8/14/2017	10/27/2017	1				Exercise CLINs 1004 and 200				CS
P00012	9/22/2017	9/22/2017	10/27/2017	1				Fully Fund CLINs 1004 and 20				CS
P00013	10/23/2017	10/23/2017	1/24/2018	1				Extension of Services, new C		006		CS
P00014	10/26/2017	TOIZOIZOTT	172172010	1				Extension of POP for CLIN 200		-		CS
P00015	11/9/2017			1				Extension of POP for CLINs 10				CS
P00016	1/18/2018			1				Funds for CLIN 1005				CS
P00017	2/7/2018			1				Funds for CLIN 1005				CS
P00018	2/26/2018			1				Exercise CLIN 1006				CS
P00019	3/14/2018			1				Exercise CLIN 3004				CS
P00020	4/16/2018			1				Provide additional funds for C	LIN 1006			CS
P00021	5/16/2018			1				Provide additional funds for C				CS
P00022	6/29/2018			1				no cost estension to July 13,	2018			CS



Performance Based Service Acquisiti * FY 2004 and prior; 80% or more spe		mance requireme	ent		
* FY 2005 and later; 50% or more spe					
Contingency Humanitarian Peacekee	ping Operation:	:	Not Applicable		~
Contract Financing:			Select One		
Cost Accounting Standards Clause:				<u>~</u>	
Consolidated Contract:			No		
Number Of Actions:			1		
Legislative Mandates		Pri	incipal Place of Performance		
Clinger-Cohen Act:	No V	-	Principal Place Of Performance Code:	State Location	
Labor Standards: Materials, Supplies, Articles, and	Not Applicable		Principal Place Of Performance	DC	USA
Equip:	Not Applicable		County Name:	DISTRICT OF C	OLUMBIA
Construction Wage Rate Requirements:	Not Applicable		Principal Place Of Performance City Name:	WASHINGTON	
		More Options	Congressional District Place Of	00	
Additional Reporting:	Service Contra None of the A		Performance:		E uono zin o di
			Place Of Performance Zip Code(+4):	20036 - 2412	USPS ZIP Codes
Interagency Contracting Authority: Other Interagency Contracting Statut (1000 characters)	Not Applicable ory Authority:				
Product Or Service Information		~			
Product/Service Code:	R799	Description:	: SUPPORT- MANAGEMENT: OTHE	R	
Principal NAICS Code:	541611		: ADMINISTRATIVE MANAGEMENT		
Bundled Contract:	Not a bundled		ADMINISTRATIVE MANAGEMENT	AND GENERAL I	
	Not a buildieu	-			
DOD Acquisition Program:		Description	:		
Country of Product or Service Origin:	USA 🖭 U	NITED STATES			
Place of Manufacture:	Not a manufac	ctured end product	t		~
Domestic or Foreign Entity:	Select One		~		
Recovered Materials/Sustainability:	No Clauses In	cluded and No Su	stainability Included	✓ OMB Policy on	Sustainable Acquisition
InfoTech Commercial Item Category:	Select One	~			
Claimant Program Code:		Description:	:		
Sea Transportation:	Select One	2			
GFP Provided Under This Action:	Transaction do	oes not use GFP	$\overline{\checkmark}$		
Use Of EPA Designated Products:	Not Required	~			
Description Of Requirement: (4000 characters)	INTEGRATED	MANAGEMENT	CONSULTING SERVICES		A
(4000 Characters)					
	IGF::OT::I	.GF			~
Competition Information					
Extent Competed For Referenced ID	v.				
Extent Competed:	• ·	Full and Open	Competition		
Solicitation Procedures:			tiple Award Fair Opportunity		
IDV Type Of Set Aside:		No set aside (
**		Select One	useu.		ΨĪ.
Type Of Set Aside:		FSS			
Type Of Set Aside Source: Evaluated Preference:		No Preference	used	ı	
SBIR/STTR:		Select One	useu		
Fair Opportunity/Limited Sources:		Other Statutory	y Authority		
	ion:	Select One	y Additionity		
Other Than Full And Open Competiti Local Area Set Aside:	IVII.	No V	<u></u>	<u> </u>	
FedBizOpps: A76 Action:		Not Applicable	_		
	durae:				
Commercial Item Acquisition Proced	ures:	Commercial Ite	em Procedures not used		

[Award]

FPDS-NG : (b)(6); (b)(7)(C) Award]

Page 3 of 3

IDV Number of Offers:	999
Number Of Offers Received:	1 Number of Offers Source: This Action
Small Business Competitiveness Demonstration Program:	
Simplified Procedures for Certain Commercial Items:	No 🗸
Preference Programs / Other Data	
Contracting Officer's Business Size Selection:	Other than Small Business 🗸
Subcontract Plan:	Select One
Price Evaluation Percent Difference:	%

2019-ICI I-00048 1014 (b)(7)(E) . 6/29/2018

AMENDMENT OF SOLICITATION/MODIFICA		CONTRACT ID CODE			PAGE OF PAGES		
					1	2	
2. AMENDMENT/MODIFICATION NO.	3. EFFECTIVE DATE	4. RE	EQUISITION/PURCHASE REQ. NO.	5. F	PROJECT NO.	(If applicable)	
P00022	See Block 16C		DANNINGTEDED DV /// -// - // -// -//		DE .		
6. ISSUED BY CODE	ICE/DCR	-	DMINISTERED BY (If other than Item 6)	CO	ICE/L	CR	
ICEDETENTION COMPLIANCE REM IMMIGRATION AND CUSTOMS ENFO OFFICE OF ACQUISITION MANAGE 801 I STREET NW (b)(6); (b)(7)(C) WASHINGTON DC 20536	ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6): (b)(7)(C)) WASHINGTON DC 20536						
8. NAME AND ADDRESS OF CONTRACTOR (No., street,	county, State and ZIP Code)	(x) 9	A. AMENDMENT OF SOLICITATION NO).			
MCKINSEY COMPANY INC WASHING 1200 19TH ST NW SUITE 1100 WASHINGTON DC 200362412	STON DC	9	B. DATED (SEE ITEM 11) OA. MODIFICATION OF CONTRACT/OR GS - 10F - 0118S	RDER NO.			
		F	HSCECR-17-F-00003				
0005	FACILITY CODE	_	0B. DATED (SEE ITEM 13)				
CODE 8252293180000	FACILITY CODE		12/26/2016				
	11. THIS ITEM ONLY APPLIES TO	AMEND	MENTS OF SOLICITATIONS				
CHECK ONE A. THIS CHANGE ORDER IS ISSUED F ORDER NO. IN ITEM 10A.	s received prior to the opening hour a irred) DDIFICATION OF CONTRACTS/ORDE	nd date s		AS DESCRI	IBED IN ITEM 1	4.	
FAR 52.212-4 (c) B. THE ABOVE NUMBERED CONTRAC appropriation date, etc.) SET FORTH	T/ORDER IS MODIFIED TO REFLEC IN ITEM 14, PURSUANT TO THE AL	T THE A	DMINISTRATIVE CHANGES (such as ch Y OF FAR 43.103(b).	nanges in pa	ying office,		
C. THIS SUPPLEMENTAL AGREEMEN	IS ENTERED INTO PURSUANT TO	AUTHOR	RITY OF:				
D. OTHER (Specify type of modification	and authority)						
E. IMPORTANT: Contractor is not.	x is required to sign this document a	and retur	n1 copies to the	e issuing offic	ce.		
14. DESCRIPTION OF AMENDMENT/MODIFICATION (Organized by UCF section headings,	including	solicitation/contract subject matter when	e feasible.)			
DUNS Number: 825229318							
COR: (b)(6); (b)(7)(C) (202) 732	(b)(6); (b)(7)(C)						
Contracting Officer: (h)(6)	(202) 732-(b)(6); (b)(7	7)(C)					
Contract Specialist: (b)(6); (b)(7)	(202) 732-(b)(6); (b))(7)(C)				
The purpose of this modifica	tion is to provide	a no	-cost extension of pe	erforma	ance to	July	
All other terms and condition Exempt Action: N Sensitive A Delivery: 30 Days After Award Continued	ward: NONE						
Except as provided herein, all terms and conditions of the 15A. NAME AND TITLE OF SIGNER (Type or print)	e document referenced in Item 9 A or	_	neretofore changed, remains unchanged A. NAME AND TITLE OF CONTRACTING				
(b)(6); (b)(7)(C) Partner			(6); (b)(7)(C)		,		
15B. CONTRACTOR/OFFEROR (b)(6); (b)(7)(C)	15C. DATE SIGNED	16B	B. UNITED ST((b)(6); (b)(7)(C)		16C	DATE SIGNED	
(Signature of parent outlier)	06/29/2018			r)	_ 1	une 29, 2018	
(Signature of person authorized to sign) NSN 7540-01-152-8070	I		Officer		DARD FORM 30		

NSN 7540-01-152-8070 Previous edition unusable STANDARD FORM 30 (REV. 10-83) Prescribed by GSA FAR (48 CFR) 53.243 CONTINUATION SHEET

REFERENCE NO. OF DOCUMENT BEING CONTINUED

GS-10F-0118S/HSCECR-17-F-00003/P00022

PAGE 2 OF 2

NAME OF OFFEROR OR CONTRACTOR

MCKINSEY COMPANY INC WASHINGTON DC

TEM NO.
(A)

From: (b)(6); (b)(7)(C)

Sent: 27 Jun 2017 11:56:34 -0400

To: (b)(6); (b)(7)(C)

Subject: RE: LSJ for McKinsey extension

Attachments: 02.03_Limited Sources Justification TCO and TMS extension FINAL.DOCX

(b)(6);

I reviewed the attached LSJ for McKinsey and concur.

Thanks,

(b)(6); (b)(7)(C)

From: (b)(6): (b)(7)(C)

Sent: Tuesday, June 27, 2017 10:52 AM

To: (b)(6): (b)(7)(C)

Subject: LSJ for McKinsey extension

(b)(6); (b)(7)(C)

Here is the LSJ for the McKinsey extension. I need "One Level Above the CO" review for this. This version includes the suggested revisions from OPLA. By the way, OPLA (b)(6); (b)(7)(C) is of the opinion that we should post this.

(b)(6); (b)(7)(C)

Contracting Officer | Detention, Compliance & Removals DHS | ICE | Office of Acquisition Management (OAQ)

Office: 202-732 (b)(6): | Mobile: 202-380-(b)(6):

Email: (b)(6); (b)(7)(C)



ERO Transformation 2.0 FAR 8.405-6(a) and (c)

1. Identification of the agency and the contracting activity:

U.S. Immigration and Customs Enforcement (ICE), Office of Acquisition Management (OAQ)

2. Nature and/or description of the action being approved:

a. Acquisition Purpose and Objectives

On December 28, 2016, ICE/OAQ awarded task order HSCECR-17-F-00003 against GSA contract GS-10F-0118S held by McKinsey & Company, Inc. Washington D.C. (McKinsey) as a sole source logical follow-on to another GSA task order with McKinsey, HSCECR-16-F-00004. The logical follow-on task order comprised of three areas of focus. Work on two of the three areas of focus ended on June 12, 2017 with final deliverables provided to ICE/OAQ. Although McKinsey completed all stated deliverables in the Performance Work Statement, ICE seeks to modify the task order to extend McKinsey support and implementation on those two areas of focus for an additional period of up to eight weeks.

b. Project Background

ICE's task order contract with McKinsey, HSCECR-17-F-00003, included three broad areas of focus, serving three different offices within ICE. The three areas of focus were named, "Transformation Task 3," "Total Cost of Ownership," and "Talent Management Strategy." The ICE offices primarily served by the three areas of focus were, respectively, Enforcement and Removal Operations (ERO), OAQ, and Office of Human Capital (OHC).

The task order was awarded as a sole source logical follow-on to task order number HSCECR-16-F-00004, "ERO Change Management Services," also awarded to McKinsey against GSA contract number GS-10F-0118S. The award was made to McKinsey on March 14, 2016 after a competitive acquisition in which two other GSA MOBIS Schedule 871-1 schedule holders submitted quotes. The total value of HSCECR-16-F-00004 is (b)(4) if all options are exercised. The current period of performance expires on March 20, 2018. The final expiration date, if all options are exercised, is March 20, 2020.

The general purpose of HSCECR-16-F-00004 was to procure expert, innovative consulting services to assist in developing ICE ERO's modernized vision and strategy; communicating this vision and strategy to the workforce and the organization's partners; creating an implementation strategy and tracking and measuring progress; and aligning the organization's culture, personnel and systems to best support the execution of the vision. The transformation includes change

management practices that coordinate and leverage existing related initiatives; training and strategic communications planning and implementation; and stakeholder engagement.

The objective of Transformation Task 3 under the logical follow-on task order HSCECR-17-F-00003 was to turn McKinsey's prior recommendations made as part of HSCECR-16-F-00004, into practical tools to transform how ERO operates on a daily basis, making it more efficient and effective. This support includes testing and refining recommendations at various locations throughout ICE and evaluating the effectiveness of change. Deliverables will eventually include finalized materials and hands-on coaching of ERO and ICE leadership to fully support and implement the transformation based on lessons learned and new models developed. Transformation Task 3 ends on August 14, 2017 but has options to extend support to October 9, 2017.

Closely related to the transformation of ERO, the task order also included opportunities identified to enhance ERO and OAQ's procurement strategy and approach. This area of focus in the task order is called Total Cost of Ownership (TCO). The TCO services included assessing ERO's most significant high-priority contracts, building a total cost-of-ownership model, forming new negotiation strategies to capture value, implementing processes to regularly review procurement decisions for best value, and assessing the Agency's organizational capability to move forward with the recommended approach and strategies. TCO was completed on June 12, 2017 and final deliverables were provided by McKinsey on June 13.

Talent Management Strategy (TMS) was the third critical component of the task order. The objective of TMS was to build upon extensive assessments already performed by McKinsey where it identified opportunities to development new strategies that will prioritize talent management challenges, opportunities, and aspirations. ICE OHC utilized McKinsey's services to develop a factual baseline; assess current talent management processes, systems and practices; define key near-term initiatives for further design or immediate implementation; and to advise ICE and ERO senior leadership. TMS was also completed on June 12, 2017 and final deliverables were provided by McKinsey on June 13.

The total value of	f HSCECR-17	'-F-00003,	with all option	ns, is \$13,35	59,442.00.	Of that amount
TCO comprised [(b)(4)	and TMS	comprised (b)(4	.)		

- 3. A description of the services required to meet the Agency's needs (including the estimated value):
 - **a. Project Title:** Enforcement and Removal Operations TCO Procurement Strategy and Talent Management Strategy Extension of Services.
 - b. Project Description:

The purpose of the intended extension is to procure additional support services for implementing critical and time-sensitive projects begun by ICE as a result of recommendations and deliverables under the previous task order. These services exceed the scope of services under the task order but are so closely tied to tasks already completed under the task order that re-

competing for these services would be illogical and result in unacceptable delays to the Government. Both OAQ and OHC are undertaking critical implementations of recommendations provided by McKinsey. However, the likelihood of success on these implementations, without McKinsey's on-going support, is very low and the risk of overall loss of value in the overall task order is high.

For TCO, the purpose of this extension is to realize immediate annual cost reductions in the amount of \$30-50M in current contracts and operations improvements and to prepare OAQ to implement a new procurement operating model. Prior to the end of TCO, OAQ had begun critical work to immediately realize annual cost reductions of \$30-50M. These savings would be realized via the re-negotiation of key ICE contracts and contract restructuring. McKinsey also proposes to conduct two additional waves of cost reductions that would lead to an overall savings for the Agency of over \$150M annually if all options on the extension are exercised. While OAQ can proceed without McKinsey support in an attempt to successfully realize these immediate cost reductions, the overall likelihood of success will be greatly enhanced with McKinsey support and the prospects of sustained improvements to OAQ operations and overall TCO-strategy change will also be greatly enhanced with additional support.

In addition to all of the support oriented towards value capture on existing ICE contracts, the continued services under an extended TCO focus would include preparing OAQ and the Agency for a new procurement operating model previously prepared under the task order; confirming recommendations made for ICE's overall detention strategy and the positive impact that strategy has on costs to the Agency; continuing to build capabilities throughout the Agency in source analysis, strategy, and contract negotiations, and the implementation of an overall TCO-optimizing detention strategy.

For TMS, the purpose of this extension is to acquire support for OHC to continue to streamline its hiring process in response to sweeping Agency-wide changes in anticipated hiring volume. Under the work already completed under HSCECR-17-F-00003, OHC has begun to implement McKinsey recommendations including organizational restructuring, hiring process improvements, and leveraging technology to drive efficiency and transparency. Under the immediate extension, OHC would receive continued support in implementing these changes with the goal of reducing hiring time by 1/3, improving the quality of hires made, building up OHC employee capabilities, communicating changes throughout ICE Headquarters, and establishing performance metrics to track progress.

The extension will include options for TMS, which if exercised, will provide for further implementation and improvement support services for hiring streamlining. Specific deliverables would include updated Standard Operating Procedures, coaching and capability-building delivered to change agents, detailed roadmaps for future change agent capabilities and improvement infrastructure, and additional workload analyses and team performance assessments. All of these deliverables would be intended to ensure long-term sustained improvement in overall hiring operations.

c. Project Length and Estimated Value (if all options are exercised):

Total Cost of Ownership: 32 weeks and (b)(4)	
Γalent Management Strategy: 40 weeks and (b)(4)]

Total Amount: \$9,691,582.74

4. The authority and supporting rationale:

a. Acquisition Authority

This acquisition is conducted under the authority of the Multiple-Award Schedule Program and FAR 8.405-6(a)(1)(i)(B): "Only one source is capable of providing the supplies or services required at the level of quality required because the supplies or services are unique or highly specialized...." Due to McKinsey's intimate knowledge of ICE and the extensive work it has already done up to this point, McKinsey is the only source capable of providing the highly specialized and customized services required by the Agency. The services ICE requires from McKinsey for further implementation of McKinsey-created recommendations and plans are highly specific. It would be effectively impossible to procure the same level of quality of result from another contractor where the successor contractor would have to pick up where McKinsey left off.

b. Supporting Rationale

The planned extension of services are supporting by the following rationale:

- The additional work described above cannot be economically or efficiently undertaken by another source without significant disruption to ICE's ongoing efforts, duplication of costs to the Government not expected to be recovered through competition, and unacceptable delays in implementation and adoption of the recommendations.
- Any new hypothetical contractor brought on to perform these services in the place of McKinsey would inevitably require start up time to study and understand the organization's structure and operations. This start up time would delay the benefits ICE anticipates receiving from the implementation support for ongoing contract negotiations and largescale human capital changes.
- It would be illogical and contrary to the interest of the Government to interrupt on-going efforts by replacing the service provider who has been performing the critical services according to its own proprietary methods, processes, and systems with another firm that will have its own methods, processes, and systems.
- McKinsey, as the current provider, is in the best position to support the implementation
 of the Agency's efforts in regards to implementing new procurement strategies and
 streamlining human capital hiring processes. Having already played such a critical role in

assisting in the formation of ICE's strategies and having obtained so much Agency-specific knowledge and experience, to the benefit of ICE, McKinsey is the only source capable of now implementing ICE's new strategies based on its recommendations.

- The potential savings ICE expects to receive as a direct result of continued and concentrated contractor support on TCO is critical to the Agency in meeting its mission in a time of severe budget shortfalls.
- The potential streamlining and speeding up of the hiring process that are expected to be a
 direct result of continued and concentrated contractor support on TMS will greatly
 enhance OHC's ability to meet impending hiring surges for the Agency in response to
 executive orders and policy.

5. Determination by contracting officer that the order represents the best value consistent with FAR 8.404(d):

The contracting officer has determined that the proposed task order represents the best value consistent with FAR 8.404(d). The proposed task order award represents the greatest overall benefit to the government, considering price and administrative costs, for the following reasons:

- 1) GSA has already determined that the fixed hourly rates for services under GSA schedule 871-1 contract GS-10F-0118S (the applicable schedule contract) to be fair and reasonable;
- 2) McKinsey's quoted rates have been discounted from its GSA rates and are also in accordance with rates on the previously competitively awarded task order with McKinsey;
- 3) Under FAR 8.405-4, the government has requested and has received additional discounts for this order from McKinsey in the amount of \$434,490.23 if all options are exercised; and
- 4) This extension of services is expected to have the best result and the lowest overall cost to the Government considering the costs associated with conducting a competitive acquisition and the costs associated with another firm becoming thoroughly familiar with the body of work which has already been completed. These costs would include time and effort spent to learn about the organization and its challenges and to duplicate the knowledge already gained by the incumbent during performance of the current services. Prior to the issuance of the task order modification, the contracting officer will consider the level of effort and mix of labor proposed to perform the specific task being performed to allow a determination that the total price is fair and reasonable.
- 6. Description of the market research conducted among schedule holders and the results, or a statement of the reason market research was not conducted:

Market research was not conducted among schedule holders because the Government did not previously intend to make this extension of services. Given the highly specialized nature of the

services being provided by McKinsey, the Government did not plan to seek another contractor to continue the work already done by McKinsey. Market research was previously conducted for the original task order awarded to McKinsey which was also competed twice among GSA schedule contract holders in the management consulting category.

7. Any other facts supporting the justification:

This extension of services provides a clear path to success that builds on the services and deliverables already completed by McKinsey described above in section 3b. Taking an alternative action, such as opening the additional work to competition, would, even in a best-case scenario, likely delay the delivery of those improvements at a higher total cost to the Government.

8. Statement of the actions, if any, the Agency may take to remove or overcome barriers that led to the restricted consideration before any subsequent acquisition for the supplies or services is made:

Actions the Agency may take to remove or overcome barriers that led to restricted consideration include acquisition planning far in advance of the expiration of the task order to determine whether continued services are required; more thorough market research to determine whether portions of the provided services, if continued, can be competed among other firms; and requiring final deliverables that would not require extended work.

9. Program Office Certification

Requisitioner:

I certify that the facts and representations under my cognizance, which are included in this justification and which form a basis for this justification, are complete and accurate to the best of my knowledge and belief.

(b)(6); (b)(7)(C) Contracting Officer's Representative ERO/FO/LESA	Date
Contracting Officer:	
I certify that this justification is accurate and belief.	d complete to the best of my knowledge and
(b)(6); Contracting Officer	Date

OAQ/DCR		
Approval:		
(b)(6); (b)(7)(C)	Date	
Deputy Head of Contracting Activity		

Deputy Head of Contracting Activit ICE Competition Advocate Office of Acquisition Management

AMENDMENT OF SOLICITATION/MODIFIC	CATION OF CONTRACT		1. CONTRACT ID CODE		PAGE OF PAGES		
					1 3		
2. AMENDMENT/MODIFICATION NO.	3. EFFECTIVE DATE		QUISITION/PURCHASE REQ. NO.	5. PR	ROJECT NO. (If applicable)		
P00020 6. ISSUED BY CODE	See Block 16C		L18EROLESA0031		- 1		
	MOVALS ORCEMENT	7. ADMINISTERED BY (If other than Item 6) CODE ICE/DCR ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6): (b)(7)(C) WASHINGTON DC 20536					
8. NAME AND ADDRESS OF CONTRACTOR (No., street	et, county, State and ZIP Code)	(x) 9A	A. AMENDMENT OF SOLICITATION NO.				
MCKINSEY COMPANY INC WASHIN 1200 19TH ST NW SUITE 1100 WASHINGTON DC 200362412	IGTON DC	х 10 Н	A. MODIFICATION OF CONTRACT/ORD S-10F-0118S SCECR-17-F-00003 B. DATED (SEE ITEM 13)	DER NO.			
CODE 8252293180000	FACILITY CODE	$- \mid \cdot \mid_{1}$.2/26/2016				
	11. THIS ITEM ONLY APPLIES TO						
	d is received prior to the opening hour ar quired) Ne	et Inc		\$559,	443.67 ED IN ITEM 14.		
	ACT/ORDER IS MODIFIED TO REFLEC TH IN ITEM 14, PURSUANT TO THE AU NT IS ENTERED INTO PURSUANT TO		MINISTRATIVE CHANGES (such as cha ' OF FAR 43.103(b). ITY OF:	nges in payir	ng office,		
D. OTHER (Specify type of modification	n and authority)						
X FAR 52.217-9							
E.IMPORTANT: Contractor ☐ is not. 14. DESCRIPTION OF AMENDMENT/MODIFICATION DUNS Number: 825229318 COR: (b)(6): (b)(7)(C) (202) 732 Contracting Officer: (b)(6): (b)(7) Contract Specialist: (b)(6): (b)(7)	2-(b)(6): (b)(7)(C) (202) 732-(b)(6); (b)((7)(C)	solicitation/contract subject matter where		·		
The purpose of this modification of \$\frac{1\text{(b)(4)}}{\text{Total funds}}\$	ation is to provide for this order are			1006 i	in the amount		
From: (b)(4) By: To: Continued							
Except as provided herein, all terms and conditions of t	the document referenced in Item 9 A or 1	_					
15A. NAME AND TITLE OF SIGNER (Type or print)			NAME AND TITLE OF CONTRACTING	OFFICER (1)	уре ог рппт)		
(b)(6); (b)(7)(C) Partner			s); (b)(7)(C) LINIT(b)(6); (b)(7)(C)				
15B. CONTRACTOR/OFFEROR (b)(6); (b)(7)(C) (Signature of person authorized to sign)	15C. DATE SIGNED 04/19/2018	16B.	UNIT((0)(0), (0)(7)(C)		April 19, 201		
NSN 7540-01-152-8070	•	_		STANDA	RD FORM 30 (REV. 10-83)		

NSN 7540-01-152-8070 Previous edition unusable STANDARD FORM 30 (REV. 10-83) Prescribed by GSA FAR (48 CFR) 53.243 CONTINUATION SHEET

REFERENCE NO. OF DOCUMENT BEING CONTINUED

GS-10F-0118S/HSCECR-17-F-00003/P00020

PAGE 2 OF 3

NAME OF OFFEROR OR CONTRACTOR

MCKINSEY COMPANY INC WASHINGTON DC

ITEM NO. (A)	SUPPLIES/SERVICES (B)	QUANTITY (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
1006	This modification also updates the POP for CLINs 3004, 3005, and 3006. The current CLIN, CLIN 3004, is being extended by two weeks at no cost to the Government. The POP for CLINs 3005 and 3006 will shift by two weeks but will not be extended beyond their original duration of 20 weeks. The POP for these CLINs is now as follows: CLIN 3004: 3/19/2018 - 6/24/2018 CLIN 3005: 6/25/2018 - 11/12/2018 CLIN 3006: 6/25/2018 - 11/12/2018 All other terms and conditions remain the same. Exempt Action: N Sensitive Award: NONE Discount Terms: Net 30 FOB: Destination Period of Performance: 01/03/2017 to 06/30/2018 Change Item 1006 to read as follows(amount shown is the obligated amount): Step 4: Quality assurance across ERO 2.0 Field Waves and Data Driven Management + HQ wave execution Period of Performance: 4/1/2018 - 6/30/2018 Fully Funded Obligation Amount: (b)(4) Incrementally Funded Amount: (b)(4) Product/Service Code: R799 Product/Service Description: SUPPORT- MANAGEMENT: OTHER	(C)		(E)	(F) 559,443.6
3004	Accounting Info: (b)(7)(E) Funded: \$0.00 Accounting Info: (b)(7)(E) Funded: (b)(4) Change Item 3004 to read as follows(amount shown is the obligated amount): Talent Management Strategy Step 3b: Continue implementing immediate Continued				0.0

 CONTINUATION SHEET
 REFERENCE NO. OF DOCUMENT BEING CONTINUED
 PAGE
 OF

 GS-10F-0118S/HSCECR-17-F-00003/P00020
 3
 3

NAME OF OFFEROR OR CONTRACTOR

ITEM NO.	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
(A)	(B)	(C)	(D)	(E)	(F)
	improvements to streamline the hiring process				
	Period of Performance: 3/19/2018 - 6/24/2018				
	Product/Service Code: R799				
	Product/Service Description: SUPPORT- MANAGEMENT:				
	OTHER				
	Accounting Info:				
	(b)(7)(E)				
	Funded: \$0.00				
	Change Item 3005 to read as follows(amount shown				
	is the obligated amount):				
8005	Talent Management Strategy Step 4: Sustain and continually improve hiring				0.
	operations (Team A Portion)				
	Period of Performance: 6/25/2018 - 11/12/2018 Amount: (b)(4) (Option Line Item)				
	05/25/2018				
	Product/Service Code: R799				
	Product/Service Description: SUPPORT- MANAGEMENT: OTHER				
	OTHER				
	Accounting Info:				
	Funded: \$0.00				
	Change Item 3006 to read as follows(amount shown				
	is the obligated amount):				
006	Talent Management Strategy				0
	Step 4: Sustain and continually improve hiring				
	operations (Team E Portion)				
	Period of Performance: 6/25/2018 - 11/12/2018				
	Amount: (b)(4) (Option Line Item)				
	05/25/2018 Product/Service Code: R799				
	Product/Service Description: SUPPORT- MANAGEMENT:				
	OTHER				
	Accounting Info:				
	Funded: \$0.00				

From:	(b)(6); (b)(7)(C)
Sent:	13 Mar 2018 17:48:49 +0000
То:	(b)(6); (b)(7)(C)
Cc:	
Subject:	RE: McKinsey Contract Vehicle - Talent Management Strategy
Yes, will do. Thanks.	
(b)(6): (b)(7)(C)	
Section Chief Detent	tion, Compliance & Removals
DHS ICE Office of	Acquisition Management (OAQ)
Office: 202-732-(b)(6);	Mobile: 202-380-(b)(6);
Email: (b)(6); (b)(7)(C)	
From: (b)(6);	
Sent: Tuesday, March	13, 2018 1:43 PM
To: (b)(6); (b)(7)(C)	
Cc:	
Subject. RL. McKinsey	Contract Venicle - Talent Management Strategy
10-4. Would you mind	keeping me updated on how things progress? I imagine we'll start getting
•	o just want to be able to share the latest.
questions from man, o	y just want to be usic to share the facest
From: (b)(6); (b)(7)(C)	1
Sent: Tuesday, March	13, 2018 1:33 PM
To: (b)(6); (b)(7)(C)	
Cc:	
Subject: RE: McKinsey	Contract Vehicle - Talent Management Strategy
(b)(6):	
(b)(6); (b)(7)(-)	
There is some hold un	with BWS in getting the funding to us. We are working on getting it
	tion and extension itself should be quick.
cleared. The modifica	tion and extension usen should be quick.
(b)(6);	
	tion, Compliance & Removals
	Acquisition Management (OAQ)
	Mobile: 202-380-[6)(6);
Email: (b)(6); (b)(7)(C)	Woone. 202-380- (5)(5)
Eman. (b)(0), (b)(1)(0)	
From: (b)(6);	
Sent: Tuesday, March	13, 2018 1:31 PM
To: (b)(6); (b)(7)(C)	
Cc:	
Subject: RE: McKinsey	/ Contract Vehicle - Talent Management Strategy

Hey guys,

Just got a note from McKinsey that they've not heard anything about a formal start date, so wanted to pick up the trail on the below and see where we stand.

T	ha	ın	ks,
/h	1/6	٦.	

(b)(b); From: (b)(6); (b)(7)(C) **Sent:** Friday, March 09, 2018 12:07 PM **To:** (b)(6); (b)(7)(C) Cc: Subject: RE: McKinsey Contract Vehicle - Talent Management Strategy I'll give BWS a call and work it out. What we're doing doesn't really jive with their 'system' so I think they just need some basic info from us. From: (b)(6); **Sent:** Friday, March 9, 2018 12:05 PM **To:** (b)(6); (b)(7)(C) Cc: Subject: RE: McKinsey Contract Vehicle - Talent Management Strategy Got it. Not sure what is needed from us since we haven't been managing the contract to date, but let me know what is required from OHC and we'll pull it together. From: (b)(6); (b)(7)(C) Sent: Friday, March 09, 2018 11:51 AM **To:** (b)(6); (b)(7)(C) Cc: **Subject:** RE: McKinsey Contract Vehicle - Talent Management Strategy (b)(6); (b)(7)(C) with BWS has requested an updated IGCE or latest quote in order to complete an Appeal Memo. Thanks, (b)(6): (b)(6); (b)(7)(C) Management Program Analyst Department of Homeland Security U. S. Immigration and Customs Enforcement Enforcement and Removal Operations (ERO) Law Enforcement Systems and Analysis (LESA) 500 12th Street SW/Washington, DC 20536 Desk 202-732-(h)/6 Cell 202-607-(h)/6 (b)(6); (b)(7)(C) From: (b)(6): (b)(7)(C) **Sent:** Monday, February 5, 2018 12:02 PM

Subject: RE: McKinsey Contract Vehicle - Talent Management Strategy

To: (b)(6); (b)(7)(C)

Cc:

Hi (b)(6);

Because the McKinsey task order is still operating for the ERO portion, I think we can revive the TMS items as well. But we will need to communicate with McKinsey first. We'll need to reset the dates for the TMS items and McKinsey is entitled to propose updated pricing. How much of TMS were you all interested in "reactivating"? Below is a general description of the optional contract line items that were left undone:

CLIN 3004 TMS Step 3b: Continue implementing immediate improvements to streamline the hiring process, 9/2/17 - 11/24/17, \$1,679,656.65

CLIN 3005 TMS Step 4: Sustain and continually improve hiring operations (Team A Portion), 11/25/17 - 4/20/18, \$1,119,771.10

CLIN 3006 TMS Step 4: Sustain and continually improve hiring operations (Team E Portion), 11/25/17 - 4/20/18, \$715,098.72

If I know McKinsey, these prices are now outdated and there will presumably be some additional costs associated with them having to ramp up again after stopping this work several months ago. But the pricing here should give you a low-ballpark figure for the funding that will be required.

Let me know if you need any additional information. Thanks.

Section Chief | Detention, Compliance & Removals DHS | ICE | Office of Acquisition Management (OAQ) Office: 202-732 (b)(6); | Mobile: 202-380-(b)(6); Email: (b)(6); (b)(7)(C)

From: (b)(6);

Sent: Monday, February 05, 2018 11:45 AM

To: (b)(6); (b)(7)(C)

Subject: McKinsey Contract Vehicle - Talent Management Strategy

Hi (b)(6);

OHC/M&A is interested in reactivating the Talent Management Strategy task associated with the McKinsey contract vehicle. (b)(6); (b)(7)(C) suggested I reach out to you to determine the best way to do that and what kind of funding would be required.

Thanks,

(b)(6): Chief of Staff

Office of Human Capital

U.S. Immigration and Customs Enforcement

(b)(6); (b)(7)(C) | 202-732(b)(6); d) | 202-465-(b)(6); (m)

I dok 4 - I ordi cost oi omilei silih

	Deliverable Step 1	Delivery Date
	Detailed should cost estimate for the focus service in each contract.	2/27/2017
CLIN 2001	Estimate of opportunity across all procurement by extrapolating based on findings	2/27/2017
	from sample set of 3-4 contracts.	7/2//201/
	STEP 2	
	Prioritized lists of the requirements for modeling TCO across mission lifecycle.	4/10/2017
	Set of logic flows that collectively illustrate the relationships to be captured by a	
	MVP version of a TCO model, including the initial data sets that feed the TCO	4/10/2017
	estimate, as defined by requirements established in the first stage	
	Data sets to be used in developing a TCO estimate for ICE, including both cost and	
	performance factors, as well as a list of data gaps and potential workarounds or	4/10/2017
	recommendations for future data collection to fill those gaps.	
	MVP version of a TCO model, including the specific data sets required as inputs, the	5/22/2017
	levers available to users, and the desired outputs.	3/22/201/
	Perspective on the total value at stake and how ICE can capture	5/22/2017
	STEP 3	
	Negotiation strategy to capture value from the "should cost" analysis for $3-4$	
	priority contracts from Step 1, including a summary of sources of leverage in negotiation	5/22/2017
	Negotiation "script" for 3 – 4 priority contracts from Step 1	5/22/2017
	Capability building workshops for negotiation & contract analysis team to build skills	5/22/2017
	to manage negotiations and achieve "best value" outcome for ICE	3/22/201/
CLIN 2002	CLIN 2002 Recommendation on which contracts OAQ should prioritize going forward for	5/22/2017
	analysis based on both size of potential opportunity and contract timing	7//
	Process to use TCO model, should cost, and other procurement tools to regularly	5/22/2017
	assess and improve value gained from high priority ICE spend areas	3/22/2017
	STEP 4	
	Evaluation of ICE pricing tools and databases versus best-in-class for obtaining	5/22/2017
	optimal pricing / should cost estimates	3/22/2017
	Evaluation of ICE capabilities vs. those required to obtain best-in-class pricing;	5/22/2017
	summary of gaps that must be closed to reach best-in-class	3/22/2017
	Evaluation of how ICE sets priorities for which contracts to conduct price analysis;	
	evaluation of ICE effectiveness in closing difference between today's price vs.	5/22/2017
	should cost	
	Evaluation of ICE metrics / tracking methodology for driving "best value" vs. those	
	used by organizations that achieve best-in-class pricing, including use /	5/22/2017
	0	

0/11/101/	achieve best-in-class pricing	
5/22/2017	Evaluation of OAQ organization roles and responsibilities versus organizations that	
	efforts – or to push for best value procurement decisions	
5/22/2017	and other stakeholders (e.g., AORs) to build excitement and gain buy in for its	
	Evaluation of how effectively OAQ organization engages with ICE/ERO leadership	

I dok o - I dielit ividilageillelit oti dtegy

			(:
	Deliverable	Delivery Date	Notes
	Step 1		
	Factual baseline and assessment of current talent management processes,	2100/21/0	
	systems and practices across levels and segments	/10/21/2	
	Prioritized set of gaps that must be addressed in Step Two	2/13/2017	
CLIN 300:	CLIN 3001 Talent management strategy with analysis and references	3/13/2017	
	Detailed recommendations on changes needed to existing practices,		
	processes, and systems required to close key gaps	3/13/2017	
	Alignment across key stakeholders on overall vision for talent management		
	and key gaps and capabilities that need to be addressed	3/13/2017	
	STEP 2		
	Identification of ERO leadership sponsors to carry initiatives through to	4/17/2017	
	national level implementation	4/1//201/	
CLIN 3007	CLIN 3002 Prioritized set of initiatives, with some initiatives piloted and adjustments	5/22/2017	
	made based on findings	2/22/201/	
	Communications materials to provide an understanding of the changes and	5/22/2017	
	effort by ERO's staff	0/11/101/	

From:	(b)(6); (b)(7)(C)
Sent:	24 Oct 2017 22:50:17 -0400
To:	(b)(6); (b)(7)(C)
Subject:	RE: ICE Krome Counter Proposal
u: -II	
Hi all,	
	sion earlier today. I'm looking forward to connecting after your call with AGS. As a quick paration, below are some of the points from our conversation:
High level po	ints:
• AGS	appears to be working hard to accommodate ICE's position. This type of collaboration is derful to see and is much appreciated
(b)(4)	however, there are some details that need to be
• It is r	not clear from the latest proposal that AGS fully understands all of ICE's operational oaches, and we would like to discuss in more depth to fully align on the path forward
(b)(4);	(b)(5)
Discussion de	etails:
1. (b)(4);	
2. (5)(1),	
2.	
3.	

(b)(4); (b)(5)	
4	
5	
6	
7. AGS stated in their memo that the new proposal offers a savings of an additional (b)(4) from	
their July proposal, however, attachment 1 shows a difference of only (b)(4) Ask AGS to	
explain the derivation of their numbers and why these don't match.	
Let me know if you would like to discuss any of the above before your call with AGS.	
(b)(6);	
(b)(6): (b)(7)(C)	
McKinsey & Company Senior Implementation Coach	
San Francisco, CA +(b)(6); (b)(7)(C)	
From: (b)(6); (b)(7)(C)	
Sent: Tuesday, October 24, 2017 2:57 PM	
(b)(6); (b)(7)(C)	
Subject: RE: ICE Krome Counter Proposal	
,	
Hey guys,	
Excited to talk about the AGS proposal in a few minutes. Overall, this seems like exciting news and the	ro
is one key part of their offer that I would like to make sure we discuss. Page attached.	16
(p)(e).	
(b)(6): (b)(7)(C)	
McKinsey & Company Senior Implementation Coach	

San Francisco, CA | + (b)(6); (b)(7)(C)

From: (b)(6); (b)(7)(C)

Sent: Monday, October 23, 2017 5:04 PM

(b)(6); (b)(7)(C)

Subject: FW: ICE Krome Counter Proposal

Gentlemen,

Can we schedule sometime tomorrow afternoon after the 1:00pm meeting to discuss AGS response? Does 3:00pm tomorrow work for everyone?

Thanks.

(b)(6); (b)(7)(C)

From: (b)(6); (b)(7)(C)

Sent: Monday, October 23, 2017 2:37 PM

To: (b)(6); (b)(7)(C)

Cc:

Subject: RE: ICE Krome Counter Proposal

(b)(6);

AGS respectfully submits our response to the ICE counter proposal. I hope that this proposal will meet all of your expectations.

The enclosed includes a cover Letter plus attachments.

We are available to discuss at any time convenient for you.

V/r

(b)(6); (b)(7)(€)

(b)(6), (b)(7)(C) | President

AGS | 13873 Park Center Road (b)(6); Herndon, VA 20171

Office: 703-766(b)(6) | Cell: 321-544-(b)(6), (b)(7)(C)

Confidentiality Notice: This e-mail message, including any attachments, is for the sole use of the intended recipient(s) and may contain confidential and privileged information. Any unauthorized review, copy, use, disclosure, or distribution is strictly prohibited. If you are not the intended recipient, please contact the sender by reply e-mail and destroy all copies of the original message.

From: (b)(6); (b)(7)(C)

Sent: Friday, October 13, 2017 4:34 PM

To: (b)(6); (b)(7)(C)

Cc:

Subject: ICE Krome Counter Proposal

Good afternoon (b)(6); (b)(7)(C)

below or accept the prevagreement on the points accordingly.	viously proposed terms a s below, we will issue a m	nd wrap things up. Onc nodification and update	e we have come to an the contract/task orde	er
(b)(4)				

I apologize for the delay in our response, but we would like to counter your firm's proposal on the points

(b)(4)
If you have any questions or would like to setup a meeting to discuss the topics above, please let me know.
Please provide a response by October 19 th .
Thanks, (b)(6); (b)(7)(C)
Detention, Compliance, & Removals Division Section Chief DHS ICE Office of Acquisition Management (OAQ) Office Phone # (202) 732-2(6)(6); Mobile Phone # (202) 365-(6)(6); Email: (6)(6); (b)(7)(C)
+====+ This email is confidential and may be privileged. If you have received it in error, please notify us immediately and then delete it. Please do not copy it, disclose its contents or use it for any purpose.

From:

(b)(6); (b)(7)(C)

Sent:

26 Sep 2017 13:00:02 -0400

To:

(b)(6); (b)(7)(C)

Subject:

RE: Krome dynamic staffing

(b)(6); (b)(7)(

I think that's a great idea. My availability for the remainder of this week is below, and happy to meet next week if things don't line up.

• Wednesday, 9/27: 1:30-2pm ET

• Thursday, 9/28: 1-1:30pm ET

Friday, 9/29: 2-5pm ET

(b)(6);

(b)(6); (b)(7)(C)

McKinsey & Company | Senior Implementation Coach

San Francisco, CA | (b)(6); (b)(7)(C)

From: (b)(6); (b)(7)(C)

Sent: Tuesday, September 26, 2017 7:49 AM

To: (b)(6): (b)(7)(C)

Subject: RE: Krome dynamic staffing

Guys:

I know we probably won't get a chance to talk before today's 1pm (assuming it is still on). However, I propose we put together a counteroffer to AGS based on (b)(6): dynamic staffing and all the other hour data we have AND Mckinsey's cost numbers. I'd like to start the process with (b)(6): this week.

We have a pretty good opportunity for the next 30 days. We probably won't be housing detainees for at least a month. When we do open, we will probably have Bldgs 8 and 11 up and running. Bldg 14 and the KTU will take longer. Therefore, we should try to finalize a new staffing/cost/CLIN structure before 31 Oct 2017.

(b)(6); (b)(7)(C)

Mgmt & Prg Analyst (COR)

Miami Field Office

DHS/ICE/ERO

O: (305) 207 (b)(6); (b)(7)(

C: (305) 796-(b)(7)(

From: (b)(6); (b)(7)(C)

Sent: Tuesday, September 19, 2017 12:34 PM

(b)(6); (b)(7)(C)

Subject: RE: Krome dynamic staffing

Sure. Tomorrow morning ok too.
(b)(6);
Contracting Officer Detention, Compliance & Removals DHS ICE Office of Acquisition Management (OAQ) Office: 202-732-(0)(6); Mobile: 202-380-(0)(6);
Email: (b)(6); (b)(7)(C)
From: (b)(6); (b)(7)(C) Sent: Tuesday, September 19, 2017 12:32 PM (b)(6); (b)(7)(C)
Subject: RE: Krome dynamic staffing
Sure will.
End of the day ok?
From: (b)(6); (b)(7)(C) Date: Tuesday, Sep 19, 2017, 12:01 PM (b)(6); (b)(7)(C)
Subject: RE: Krome dynamic staffing
(b)(6);
We actually spent most of the time discussing the situation at Krome post-hurricane and how it might impact our ongoing negotiations. It would help if you and (b)(6); could prepare some simple summary of the status of the various buildings onsite. Which ones are up and running and which ones are down. For the ones that are down, what impact does it have on the contract and what is the ETA for getting those back up. Also, do you all have a general sense of repair costs we're facing? That info would be helpful before our conference call with (b)(6); (AGS tomorrow afternoon. Thanks!

Contracting Officer | Detention, Compliance & Removals DHS | ICE | Office of Acquisition Management (OAQ)

Office: 202-732-(b)(6): | Mobile: 202-380-(b)(6):

Email: (b)(6); (b)(7)(C)

From: (h)(6): (h)(7)(C)

Sent: Tuesday, September 19, 2017 11:58 AM

(b)(6); (b)(7)(C)
Subject: RE: Krome dynamic staffing
I'm sorry for missing the call today!
Had something come up with our Krome evacuees.
Is there something I can clear up later this afternoon?
From: (b)(6): (b)(7)(C) Sent: Monday, September 18, 2017 1:19 PM (b)(6); (b)(7)(C)
Subject: RE: Krome dynamic staffing
Good afternoon,
I'm open to the date and time that works for everyone. If I cannot attend, I will just speak with $\frac{(b)(6)}{(b)(7)(1)}$ afterwards.
Thanks, (b)(6); (b)(7)(C)
From: (b)(6); (b)(7)(C) Sent: Monday, September 18, 2017 12:56 PM (b)(6); (b)(7)(C)
Subject: RE: Krome dynamic staffing
Thanks (b)(6): I'm available tomorrow morning and Wednesday afternoon. The Tuesday afternoon time is also fine if that's the only time others are available but that's also the time scheduled for (b)(6); retirement party.
Contracting Officer Detention, Compliance & Removals DHS ICE Office of Acquisition Management (OAQ) Office: 202-732-(b)(6): Mobile: 202-380-(b)(6); Email: (b)(6): (b)(7)(C)
From: (b)(6); (b)(7)(C) Sont: Monday, Contember 19, 2017 12:52 DM
Sent: Monday, September 18, 2017 12:52 PM (b)(6); (b)(7)(C)
Subject: Krome dynamic staffing

2019-ICLI-00048 1042

All,

(b)(6); (b)(7)(C) were able to connect with me on Thursday and brainstorm the incremental savings that
dynamic staffing could bring to AGS' "optimized model." Through the identification of unnecessary
posts, the reduction in hours of posts that should not be full-time, and the de-specialization of roles, we
were able to identify in additional savings at Krome. With this sizing complete, we should
meet early this week to align on all incremental savings levers (below) and the negotiation approach
back to AGS.

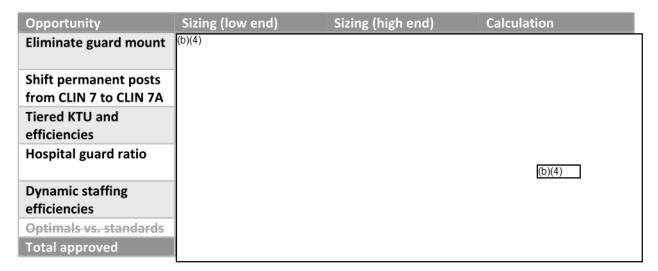
If everyone can let me know their availability Tuesday/Wednesday within the times below, I will send out an invite for team discussion.

Tuesday, 9/19

- 9am-11am ET
- 2:30pm-5:30pm ET

Wednesday, 9/20

- 9am-11am ET
- 2pm-5pm ET



It is worth noting that these calculations are based upon incremental savings beyond those identified by AGS in their "optimal" model. That is, AGS found (b)(4) of savings off of the baseline spend of (b)(4) in their model, further increasing our total potential savings.

(b)(6); (b)(6): (b)(7)(C) McKinsey & Company | Senior Implementation Coach San Francisco, CA | (b)(6): (b)(7)(C)

+-----

This email is confidential and may be privileged. If you have received it in error, please notify us immediately and then delete it. Please do not copy it, disclose its contents or use it for any purpose.

+
====+
+======================================
====+
This email is confidential and may be privileged. If you have received it
in error, please notify us immediately and then delete it. Please do not
copy it, disclose its contents or use it for any purpose.
+======================================

From:	(b)(6): (b)(7)(C)
Sent:	14 Sep 2017 11:29:11 -0400
То:	(b)(6); (b)(7)(C)
Cc:	
Subject:	RE: Krome opportunity sizing
Would love to talk thrown what works best to the control of the co	have any availability to connect this afternoon between 3-5pm ET (2-4pm CT)? ugh dynamic staffing. If not, my schedule is fairly flexible on Monday. Let me for you and I'll throw something on the calendar. to join in the conversation as well. I'll add you onto the invite as optional.
From: (b)(6); (b)(7)(C) Sent: Thursday, Septer To: (b)(6); (b)(7)(C) Cc: Subject: RE: Krome opposed to the composition of	mber 14, 2017 10:43 AM portunity sizing
From: (b)(6); (b)(7)(C) Sent: Tuesday, Septen To: (b)(6); (b)(7)(C) Cc: Subject: RE: Krome of	
ICE facilities. I wanted to be back on line with the	u and that the hurricane didn't cause too much damage to you personally or the o check in to see if I can be of assistance and if you have an idea of when you'll be bandwidth to resume the AGS negotiation. Operations, safety, and recovery o make sure that I can help set reasonable expectations on your behalf back here
Kind regards, (b)(6); (b)(6); (b)(7)(C) McKinsey & Company Se San Francisco, CA -(b)(6);	enior Implementation Coach (b)(7)(C)
From: (b)(6); (b)(7)(C)	
Sent: Tuesday, Septem	ber 5, 2017 10:59 PM
To: (b)(6): (b)(7)(C)	

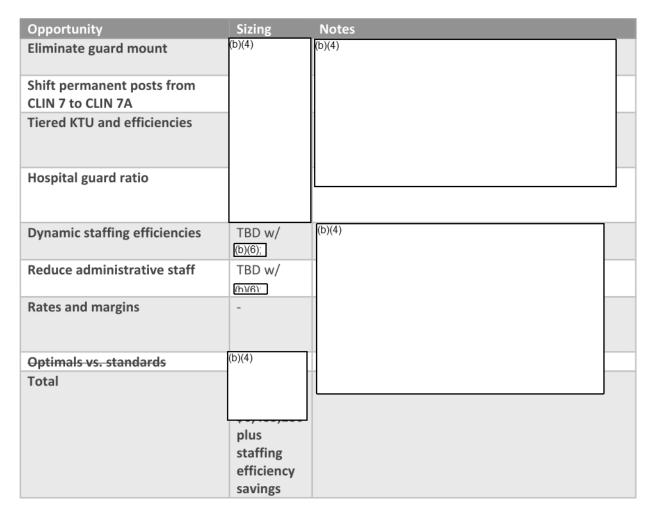
Cc: (b)(6); (b)(7)(C) Subject: RE: Krome opportunity sizing I appreciate the email and completely understand. Continuity of operations and safety are paramount. I would love to connect if you get the chance, but please do what you need to do to keep yourself and others safe. I will keep working what I can on my end and we will find time to connect when possible. Best wishes, (b)(6): (b)(6); (b)(7)(C) McKinsey & Company | Senior Implementation Coach San Francisco, CA | +(h)(6)· (h)(7)(C) From: (b)(6); (b)(7)(C) Sent: Tuesday, September 5, 2017 7:55 PM To:(b)(6); (b)(7)(C) Cc: Subject: RE: Krome opportunity sizing (b)(6). I spoke with (b)(6) this morning. He is trying to get back to Miami before Irma hits and will be offline for several hours. I'm not trying to be difficult, but I think it's safe to say we are going to be quite busy in full hurricane prep mode for the next few days whether at work or home. If I get a chance to call you tomorrow I will probably in the morning. (b)(6); will be up to his ears busy. Sent with BlackBerry Work (www.blackberry.com) From: (b)(6); (b)(7)(C) Date: Tuesday, Sep 05, 2017, 6:03 PM To: (b)(6); (b)(7)(C) **Subject:** Krome opportunity sizing Hey (b)(6); (b)(7)(C) It would be great to get some time together in the next couple of days. I'm available tomorrow (Wednesday) from 9am-3pm ET and Thursday from 9am-1pm ET. Please let me know when you're available for an hour and I will put an invite on the calendar. Let's aim for sooner rather than later to give ourselves more time on any action items coming out of the call.

Wanted to follow up with you both on the potential dynamic staffing and admin efficiency opportunities at Krome. Some initial ideas that we have discussed include:

•	(b)(4); (b)(5)	 //	 	 1.1 .1.1
•				

(b)(4); (b)(5)

We have some sizing/perspective for the other ideas below, and I would love to also validate these approaches with you.



Thanks, (b)(6);

(b)(6); (b)(7)(C)

McKinsey & Company | Senior Implementation Coach

San Francisco, CA | (b)(6): (b)(7)(C)

From: (b)(6); (b)(7)(C)

Sent: Friday, September 1, 2017 11:31 PM

To: (b)(6); (b)(7)(C)

Subject: RE: Able to join call?

No worries, (b)(6). Definitely happens. Let's connect early next week and get this sizing locked down. Would be great to close out the Krome negotiation in the next couple of weeks. Have a great weekend!

(b)(6); (b)(7)(C)
McKinsey & Company Senior Implementation Coach
San Francisco, CA (b)(6): (b)(7)(C)
From: (b)(6); (b)(7)(C)
Sent: Friday, September 1, 2017 2:30 PM
To: (b)(6); (b)(7)(C)
Subject: RE: Able to join call?
I'm sorry. Conflict in Mexico. Go figure!
From: (b)(6); (b)(7)(C) Date: Friday, Sep 01, 2017, 3:12 PM
To: (b)(6); (b)(7)(C)
Subject: Able to join call?
Hey <u>(b)(6);</u>
Are you able to join our scheduled call now to discuss staffing model changes or has a conflict come up?
(h)(6):
(b)(6); (b)(7)(C)
McKinsey & Company Senior Implementation Coach
San Francisco, CA +(b)(6); (b)(7)(C)
+======================================
===+
This email is confidential and may be privileged. If you have received it
in error, please notify us immediately and then delete it. Please do not
copy it, disclose its contents or use it for any purpose.
+
====+
+======================================
====+ TI: '1' C'1 4' 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1
This email is confidential and may be privileged. If you have received it
in error, please notify us immediately and then delete it. Please do not
copy it, disclose its contents or use it for any purpose.
===+
This email is confidential and may be privileged. If you have received it
in error, please notify us immediately and then delete it. Please do not
copy it, disclose its contents or use it for any purpose.
+=====================================

+
====+
This email is confidential and may be privileged. If you have received it
in error, please notify us immediately and then delete it. Please do not
copy it, disclose its contents or use it for any purpose.
+

2. AMENDMENT/M P00005 6. ISSUED BY I CEDETENT IMMIGRATION OFFICE OF 801 I STR. WASHINGTON 6. NAME AND ADI MCKINSEY ATTN (D)(6): (1 1200 19TH SUITE 1100 WASHINGTON OFFICE OF WASHINGTON OFFICE OF THE PLACE DE VITUE OF THE STREET OF THE ST	ON AND CUSTOMS ENFO. ACQUISITION MANAGE EET NW (b)(6); N DC 20536 DRESS OF CONTRACTOR (No., street, COMPANY INC WASHING DN(7)(C) ST NW N DC 20036 293180000 bered solicitation is amended as set for nowledge receipt of this amendment pr and returning cop telegram which includes a reference is ISIGNATED FOR THE RECEIPT OF O endment you desire to change an offer solicitation and this amendment, and is GAND APPROPRIATION DATA (If requirable).	See Block 16C ICE/DCR OVALS RCEMENT MENT county, State and ZIP Code) TON DC FACILITY CODE 11. THIS ITEM ONLY APPLIES TO the hour and date specified in the ides of the amendment; (b) By acknowly to the solicitation and amendment num FFERS PRIOR TO THE HOUR AND Date already submitted, such change may a received prior to the opening hour and streety and the control of the popening hour and streety are received prior to the opening hour and streety are received prior to the opening hour and streety are received prior to the opening hour and streety are received prior to the opening hour and streety are received prior to the opening hour and streety are received prior to the opening hour and streety are received prior to the opening hour and streety are received prior to the opening hour and streety are received prior to the opening hour and streety are received prior to the opening hour and streety are received prior to the opening hour and streety are received prior to the opening hour and streety are received prior to the opening hour and streety are received prior to the opening hour and streety are received prior to the opening hour and streety are received prior to the opening hour and streety are received prior to the opening hour and streety are received prior to the opening hour and streety are received prior to the opening hour and streety are received prior to the opening hour and streety are received prior to the opening hour and streety are received prior to the opening hour and streety are received prior to the opening hour and streety are received prior to the opening hour and streety are received prior to the opening hour and streety are received prior to the opening hour and streety are received prior to the opening hour and streety are received prior to the opening hour and streety are received prior to the opening hour and streety are received prior to the opening hour and streety are received prior to the opening hour and streety are received prior to the opening hour and streety are rece	(x) 9 X (d) 9 X (d) 9 X (d) 10 AMEND AM	receipt of Offers is e ation or as amended, by one of the following eceipt of this amendment on each copy of the FAILURE OF YOUR ACKNOWLEDGEMENT PECIFIED MAY RESULT IN REJECTION OF e by telegram or letter, provided each telegram	CODE xtended.	or (c) By O AT
P00005 6. ISSUED BY ICEDETENT IMMIGRATI OFFICE OF 801 I STR WASHINGTO 6. NAME AND ADD 4CKINSEY ATTN (b)(6)-0 1200 19TH SUITE 1100 WASHINGTON Offers must ack Items 8 and 15, separate letter of THE PLACE DE virtue of this am reference to the 12. ACCOUNTING	CODE ION COMPLIANCE REMON AND CUSTOMS ENFO. ACQUISITION MANAGE EET NW (b)(6); N DC 20536 DRESS OF CONTRACTOR (No., street, COMPANY INC WASHING DITTO	See Block 16C ICE/DCR OVALS RCEMENT MENT County, State and ZIP Code) STON DC FACILITY CODE 11. THIS ITEM ONLY APPLIES TO the in Item 14. The hour and date specified in the less of the amendment; (b) By acknowled to the solicitation and amendment num IFFERS PRIOR TO THE HOUR AND Date already submitted, such change may a received prior to the opening hour and serviced prior to the opening hour and s	(x) 9 X (d) 9 X (d) 9 X (d) 10 AMEND AM	DMINISTERED BY (If other than Item 6) A. AMENDMENT OF SOLICITATION NO. B. DATED (SEE ITEM 11) OA. MODIFICATION OF CONTRACT/ORDER GS-10F-0118S ISCECR-16-F-00004 OB. DATED (SEE ITEM 13) 03/14/2016 OMENTS OF SOLICITATIONS Treceipt of Offers ation or as amended, by one of the following eccept of this amendment on each copy of the FAILURE OF YOUR ACKNOWLEDGEMENT PECIFIED MAY RESULT IN REJECTION OF e by telegram or letter, provided each telegrappecified.	CODE xtended.	ot extended. ompleting or (c) By
ICEDETENT IMMIGRATION OFFICE OF 801 I STR WASHINGTON B. NAME AND ADI ACKINSEY ATTN (b)(6): (1) L200 19TH SUITE 1100 WASHINGTON Offers must ack Items 8 and 15, separate letter of THE PLACE DE virtue of this am reference to the	ION COMPLIANCE REMON AND CUSTOMS ENFO. ACQUISITION MANAGE. EET NW (b)(6); N DC 20536 DRESS OF CONTRACTOR (No., street, COMPANY INC WASHING b)(7)(C) ST NW DDC 20036 293180000 bered solicitation is amended as set for nowledge receipt of this amendment pr and returning cop or telegram which includes a reference assignment you desire to change an offer solicitation and this amendment, and is and appropriation data (if requirele	ICE/DCR OVALS RCEMENT MENT county, State and ZIP Code) TON DC FACILITY CODE 11. THIS ITEM ONLY APPLIES TO the hour and date specified in the ides of the amendment; (b) By acknowly to the solicitation and amendment num IFERS PRIOR TO THE HOUR AND Date already submitted, such change may a received prior to the opening hour and survey and the control of the submitted of the opening hour and survey are received prior to the opening hour and the control of	X 11 AMEND AMEND Ciffed for a solicitar adding relabors. F DATE SP be maded date s	DMINISTERED BY (If other than Item 6) A. AMENDMENT OF SOLICITATION NO. B. DATED (SEE ITEM 11) OA. MODIFICATION OF CONTRACT/ORDER GS-10F-0118S ISCECR-16-F-00004 OB. DATED (SEE ITEM 13) 03/14/2016 OMENTS OF SOLICITATIONS Treceipt of Offers action or as amended , by one of the following eccept of this amendment on each copy of the FAILURE OF YOUR ACKNOWLEDGEMENT PECIFIED MAY RESULT IN REJECTION OF e by telegram or letter, provided each telegram opecified.	xtended. ☐is no methods: (a) By c c e offer submitted VPD YOUR OFFER If t m or letter makes	ompleting or (c) By OAT
ICEDETENT IMMIGRATION OFFICE OF 801 I STR WASHINGTON 6. NAME AND ADD (CKINSEY ATTN ((b)(6)-() 1200 19TH SUITE 1100 WASHINGTON CODE 8252 The above numl Offers must ack Items 8 and 15, separate letter of THE PLACE DE virtue of this am reference to the 12. ACCOUNTING	ION COMPLIANCE REMON AND CUSTOMS ENFO. ACQUISITION MANAGE. EET NW (b)(6); N DC 20536 DRESS OF CONTRACTOR (No., street, COMPANY INC WASHING b)(7)(C) ST NW DDC 20036 293180000 bered solicitation is amended as set for nowledge receipt of this amendment pr and returning cop or telegram which includes a reference assignment you desire to change an offer solicitation and this amendment, and is and appropriation data (if requirele	FACILITY CODE T1. THIS ITEM ONLY APPLIES TO the hour and date specified in the ides of the amendment, (b) By acknowly to the solicitation and amendment num IFERS PRIOR TO THE HOUR AND E already submitted, such change may a received prior to the opening hour and a received prior to the opening hour and services of the amendment num IFERS PRIOR TO THE HOUR AND E already submitted, such change may a received prior to the opening hour and the interest of the control of the opening hour and the interest of the control of the opening hour and the interest of the control of the opening hour and the interest of the control of the opening hour and the interest of the control of the opening hour and the interest of th	X 110 AMEND AME	A. AMENDMENT OF SOLICITATION NO. B. DATED (SEE ITEM 11) OA. MODIFICATION OF CONTRACT/ORDER GS-10F-0118S ISCECR-16-F-0004 OB. DATED (SEE ITEM 13) 03/14/2016 OMENTS OF SOLICITATIONS receipt of Offers	xtended. ☐is no methods: (a) By c c e offer submitted VPD YOUR OFFER If t m or letter makes	ompleting or (c) By OAT
ACKINSEY ATTN (b)(6): (1) L200 19TH SUITE 1100 ASHINGTON Offers must ack Items 8 and 15, separate letter of THE PLACE DE virtue of this am reference to the	COMPANY INC WASHING b)(7)(C) ST NW DC 20036 293180000 bered solicitation is amended as set for nowledge receipt of this amendment pr and returning cop telegram which includes a reference is ISIGNATED FOR THE RECEIPT OF O endment you desire to change an offer solicitation and this amendment, and is AND APPROPRIATION DATA (If requirable)	FACILITY CODE 11. THIS ITEM ONLY APPLIES TO the hour and date specified in the less of the amendment; (b) By acknowle to the solicitation and amendment num IFERS PRIOR TO THE HOUR AND Calready submitted, such change may s received prior to the opening hour and such as the control of the submitted of the submit	AMEND	B. DATED (SEE ITEM 11) OA. MODIFICATION OF CONTRACT/ORDER SS-10F-0118S ISCECR-16-F-00004 OB. DATED (SEE ITEM 13) O3/14/2016 OMENTS OF SOLICITATIONS Preceipt of Offers sition or as amended, by one of the following eceipt of this amendment on each copy of the FAILURE OF YOUR ACKNOWLEDGEMENT PECIFIED MAY RESULT IN REJECTION OF by the legram or letter, provided each telegram opecified.	xtended. □is no methods: (a) By oc e offer submitted; c TO BE RECEIVED YOUR OFFER If m or letter makes	ompleting or (c) By OAT
ATTN (b)(6): (l) 2200 19TH BUITE 1100 PASHINGTON CODE 8252 The above numl Offers must ack Items 8 and 15, separate letter of THE PLACE DE virtue of this reference to the	bi(7)(C) ST NW DC 20036 293180000 bered solicitation is amended as set for nowledge receipt of this amendment pr and returning cop or telegram which includes a reference essignate for the properties of the p	FACILITY CODE 11. THIS ITEM ONLY APPLIES TO the in Item 14. The hour and date specified in the ites of the amendment; (b) By acknowle to the solicitation and amendment num of FERS PRIOR TO THE HOUR AND to already submitted, such change may s received prior to the opening hour and the such change is received prior to the opening hour and the such change in the such change is received prior to the opening hour and the such change in the such chang	AMEND AM	OA. MODIFICATION OF CONTRACT/ORDER SS-10F-0118S ISCECR-16-F-00004 OB. DATED (SEE ITEM 13) 03/14/2016 OMENTS OF SOLICITATIONS Treceipt of Offers attion or as amended , by one of the following ecceipt of this amendment on each copy of the FAILURE OF YOUR ACKNOWLEDGEMENT PECIFIED MAY RESULT IN REJECTION OF e by telegram or letter, provided each telegrappecified.	xtended. □is no methods: (a) By oc e offer submitted; c TO BE RECEIVED YOUR OFFER If m or letter makes	ompleting or (c) By OAT
CODE 8252 The above numi Offers must ack Items 8 and 15, separate letter or THE PLACE DE virtue of this am reference to the 12, ACCOUNTING	ST NW DC 20036 293180000 bered solicitation is amended as set for nowledge receipt of this amendment prand reterrning cop retelegram which includes a reference is ISIGNATED FOR THE RECEIPT OF O endment you desire to change an offer solicitation and this amendment, and is AND APPROPRIATION DATA (If requiralle)	11. THIS ITEM ONLY APPLIES TO rith in Item 14. The hour and date specified in the less of the amendment; (b) By acknowle to the solicitation and amendment num IFFERS PRIOR TO THE HOUR AND Calready submitted, such change may s received prior to the opening hour an	AMEND cified for a solicital edging on abors. F DATE SP be made	OA. MODIFICATION OF CONTRACT/ORDER SS-10F-0118S ISCECR-16-F-00004 OB. DATED (SEE ITEM 13) 03/14/2016 OMENTS OF SOLICITATIONS Treceipt of Offers attion or as amended , by one of the following ecceipt of this amendment on each copy of the FAILURE OF YOUR ACKNOWLEDGEMENT PECIFIED MAY RESULT IN REJECTION OF e by telegram or letter, provided each telegrappecified.	xtended. □is no methods: (a) By oc e offer submitted; c TO BE RECEIVED YOUR OFFER If m or letter makes	ompleting or (c) By OAT
CODE 8252 The above numi Offers must ack Items 8 and 15, separate letter of THE PLACE of this am reference to the	bered solicitation is amended as set for nowledge receipt of this amendment pr and returning cop trelegram which includes a reference SIGNATED FOR THE RECEIPT OF O endment you desire to change an offer solicitation and this amendment, and is AND APPROPRIATION DATA (If requiule	11. THIS ITEM ONLY APPLIES TO rith in Item 14. The hour and date specified in the less of the amendment; (b) By acknowle to the solicitation and amendment num IFFERS PRIOR TO THE HOUR AND Calready submitted, such change may s received prior to the opening hour an	AMEND cified for e solicite edging re bers. F DATE SP be maded date s	ASCECR-16-F-00004 OB. DATED (SEE ITEM 13) O3/14/2016 MENTS OF SOLICITATIONS receipt of Offers is e stion or as amended , by one of the following eceipt of this amendment on each copy of the FAILURE OF YOUR ACKNOWLEDGEMENT PECIFIED MAY RESULT IN REJECTION OF e by telegram or letter, provided each telegra	xtended. □is no methods: (a) By oc e offer submitted; c TO BE RECEIVED YOUR OFFER If m or letter makes	ompleting or (c) By OAT
ODE 8252 The above numi Offers must ack Items 8 and 15, separate letter of THE PLACE DE virtue of this am reference to the	bered solicitation is amended as set for nowledge receipt of this amendment pr and returning cop trelegram which includes a reference ESIGNATED FOR THE RECEIPT OF O endment you desire to change an offer solicitation and this amendment, and is AND APPROPRIATION DATA (If requiule)	11. THIS ITEM ONLY APPLIES TO rith in Item 14. The hour and date specified in the less of the amendment; (b) By acknowle to the solicitation and amendment num IFFERS PRIOR TO THE HOUR AND Calready submitted, such change may s received prior to the opening hour an	AMEND cified for e solicite edging re bers. F DATE SP be maded date s	ASCECR-16-F-00004 OB. DATED (SEE ITEM 13) O3/14/2016 MENTS OF SOLICITATIONS receipt of Offers is e stion or as amended , by one of the following eceipt of this amendment on each copy of the FAILURE OF YOUR ACKNOWLEDGEMENT PECIFIED MAY RESULT IN REJECTION OF e by telegram or letter, provided each telegra	xtended. □is no methods: (a) By oc e offer submitted; c TO BE RECEIVED YOUR OFFER If m or letter makes	ompleting or (c) By OAT
Offers must ack Items 8 and 15, separate letter c THE PLACE DE virtue of this am reference to the	bered solicitation is amended as set for nowledge receipt of this amendment pr and returning cop or telegram which includes a reference ESIGNATED FOR THE RECEIPT OF O endment you desire to change an offer solicitation and this amendment, and it is AND APPROPRIATION DATA (If required)	11. THIS ITEM ONLY APPLIES TO rith in Item 14. The hour and date specified in the less of the amendment; (b) By acknowle to the solicitation and amendment num IFFERS PRIOR TO THE HOUR AND Calready submitted, such change may s received prior to the opening hour an	AMEND cified for e solicita edging re bers. F DATE SF be made	O3/14/2016 MENTS OF SOLICITATIONS receipt of Offers	methods: (a) By co e offer submitted; c TO BE RECEIVED YOUR OFFER If t m or letter makes	ompleting or (c) By OAT
The above numi Offers must ack Items 8 and 15, separate letter or THE PLACE DE virtue of this am reference to the	bered solicitation is amended as set for nowledge receipt of this amendment pr and returning cop or telegram which includes a reference ESIGNATED FOR THE RECEIPT OF O endment you desire to change an offer solicitation and this amendment, and it is AND APPROPRIATION DATA (If required)	rth in Item 14. The hour and date specified in the ifer to the hour and date specified in the ites of the amendment; (b) By acknowle to the solicitation and amendment num FFERS PRIOR TO THE HOUR AND Date already submitted, such change may s received prior to the opening hour an	AMEND cified for e solicita edging re bers. F OATE SF be made d date s	DMENTS OF SOLICITATIONS Treceipt of Offers attion or as amended, by one of the following eceipt of this amendment on each copy of the FAILURE OF YOUR ACKNOWLEDGEMENT PECIFIED MAY RESULT IN REJECTION OF e by telegram or letter, provided each telegrappecified.	methods: (a) By co e offer submitted; c TO BE RECEIVED YOUR OFFER If t m or letter makes	ompleting or (c) By OAT
Offers must ack Items 8 and 15, separate letter of THE PLACE DE virtue of this am reference to the 12, ACCOUNTING	nowledge receipt of this amendment pr and returning cop or telegram which includes a reference ESIGNATED FOR THE RECEIPT OF O endment you desire to change an offer solicitation and this amendment, and is EAND APPROPRIATION DATA (If requi	nor to the hour and date specified in the iles of the amendment; (b) By acknowle to the solicitation and amendment num IFFERS PRIOR TO THE HOUR AND Date already submitted, such change may s received prior to the opening hour an	e solicita edging rabers. F DATE SF be made	ation or as amended, by one of the following eceipt of this amendment on each copy of the FAILURE OF YOUR ACKNOWLEDGEMENT PECIFIED MAY RESULT IN REJECTION OF e by telegram or letter, provided each telegra specified.	methods: (a) By co e offer submitted; c TO BE RECEIVED YOUR OFFER If t m or letter makes	ompleting or (c) By OAT
					\$25,000.0	0
	13. THIS ITEM ONLY APPLIES TO MC	ODIFICATION OF CONTRACTS/ORDE	RS. IT N	MODIFIES THE CONTRACT/ORDER NO. AS	DESCRIBED IN ITI	EM 14.
CHECK ONE A.	THIS CHANGE ORDER IS ISSUED PORDER NO, IN ITEM 10A.	URSUANT TO: (Specify authority) TH	E CHAN	IGES SET FORTH IN ITEM 14 ARE MADE II	N THE CONTRACT	Г
В.	THE ABOVE NUMBERED CONTRAC appropriation date, etc.) SET FORTH	T/ORDER IS MODIFIED TO REFLECT IN ITEM 14, PURSUANT TO THE AU	THE AI	DMINISTRATIVE CHANGES (such as chang Y OF FAR 43.103(b).	es in paying office,	
C.	THIS SUPPLEMENTAL AGREEMENT	S ENTERED INTO PURSUANT TO A	AUTHOR	RITY OF:		=
D,	OTHER (Specify type of modification a	and authority)				
X I	AW FAR 52.217-9					
E. IMPORTANT:	Contractor is not.	is required to sign this document at				
14 DESCRIPTION OUNS Numbe	· ·	Organized by UCF section headings, in	ncluding	solicitation/contract subject matter where fee	asible.)	
OR: (b)(6); (b		(b)(6); (b)(7)(C)				
Alt. COR:	(b)(6); (b)(7)(C)	(202) 732- <u>(b)(6): (b)(7)(C)</u>)]	
Contractin	ng Officer:(b)(6);(b)(7)(0	C) (202) 732-(<u>(h)(6) (h)(</u>	7)(C <u>)</u>			
2001, Opti Vendor fir	ion Year I, has been nal quote dated Dece	n reduced from (h)(4) ember 12, 2016, for	logi	ion Year I. The total a in a ical follow-on task ordions Transformation 2.0	accordance der	
Continued						
		e document referenced in Item 9 A or 1		neretofore changed, remains unchanged and		
(b)(6); (b)(7)(C	1 artifer			b. NAME AND TITLE OF CONTRACTING OF 6); (b)(7)(C)	-FIUER (Type or pr	nnı)
15B. C(b)(6); (b))(7)(C)	15C, DATE SIGNED		LUNITED STATES OF AMERICA		16C. DATE SIGNED
		3/22/2017	(0))(6); (b)(7)(C)		
NSN 78)):			(Signature of Contracting Officer)	STANDARD FOR	M 30 (REV, 10-83)

CONTINUATION SHEET	REFERENCE NO. OF DOCUMENT BEING CONTINUED	PAGE	OF
	GS-10F-0118S/HSCECR-16-F-00004/P00005	2	2

NAME OF OFFEROR OR CONTRACTOR
MCKINSEY COMPANY INC WASHINGTON DC

EM NO.	SUPPLIES/SERVICES	QUANTITY		UNIT PRICE	AMOUNT
(A)	(B)	(C)	(D)	(E)	(F)
	All other terms and conditions remain unchanged.		ΙI		
	Exempt Action: N Sensitive Award: NONE		ΙI		
	Discount Terms:		H		
	Net 30		Н		
	Accounting Info: (b)(7)(E)		П		
		l	ΙI		
		ŀ	H		
	FOB: Destination		1 1		
	Period of Performance: 03/21/2016 to 03/20/2018	1	ΙI		
			ΙI		
	Change Item 20001 to read as follows(amount shown		H	ľ	
	is the total amount):				
			П		0.60 551
001	OPTION PERIOD I CHANGE MANAGEMENT SERVICES		П	1	263,551
	2/01/0013 2/00/0010				
	PERIOD OF PERFORMANCE: 3/21/2017 - 3/20/2018		П		
	Funded amount: (b)(4)		П	1	
			П		
	Change Item 20002 to read as follows (amount shown		П		
	is the total amount):		П		
			П		
0002	OPTION PERIOD I TRAVEL		П		0
	Amount: (h)(4) (Option Line Item)				
	04/20/2017		П		
			П		
			1		
		1			
		1			
		1	1		
		1			
		1			
		1			
		1	1		
		1			
		1	1		

	ATION OF CONTRACT		1. CONTRACT ID CODE	PAGE C	F PAGES
AMENDMENT OF SOLICITATION/MODIFIC	SATION OF CONTRACT			1	2
2, AMENDMENT/MODIFICATION NO.	3, EFFECTIVE DATE	2.0	QUISITION/PURCHASE REQ. NO.	5. PROJECT NO), (If applicable)
P00005 6 ISSUED BY CODE	See Block 16C	192117EROLESA0018 7, ADMINISTERED BY (if other than Item 6) CODE			
0,100000	MOVALS ORCEMENT	7.80	MININIS I ENEL DI (II Other man nom o		
8. NAME AND ADDRESS OF CONTRACTOR (No., stree	et, county, State and ZIP Code)	(w) 9/	A, AMENDMENT OF SOLICITATION NO.		
MCKINSEY COMPANY INC WASHIN ATTN (b)(6): (b)(7)(C) 1200 19TH ST NW SUITE 1100 WASHINGTON DC 20036		98 × 10 H	B. DATED (SEE ITEM 11) DA. MODIFICATION OF CONTRACT/ORDER N S-10F-0118S SCECR-16-F-00004 DB. DATED (SEE ITEM 13)	10.	
CODE 8252293180000	FACILITY CODE	7 (03/14/2016		
20.	11. THIS ITEM ONLY APPLIES TO	AMEND	MENTS OF SOLICITATIONS		
separate letter or telegram which includes a reference THE PLACE DESIGNATED FOR THE RECEIPT OF virtue of this amendment you desire to change an of reference to the solicitation and this amendment, and 12, ACCOUNTING AND APPROPRIATION DATA (If respectively).	opies of the amendment; (b) By acknowle to the solicitation and amendment num OFFERS PRIOR TO THE HOUR AND Defer already submitted, such change may dis received prior to the opening hour anguired) Ne	edging re bers, F DATE SP be made d date s	eceipt of this amendment on each copy of the of FAILURE OF YOUR ACKNOWLEDGEMENT TO PECIFIED MAY RESULT IN REJECTION OF YO to by telegram or letter, provided each telegram of pecified.	ffer submitted; or by BE RECEIVED A DUR OFFER If by or letter makes	(c) By .T
CHECK ONE A THIS CHANGE ORDER IS ISSUED	BUBSIANT TO: (Specify authority) TH	E CHAN	IGES SET FORTH IN ITEM 14 ARE MADE IN T	HE CONTRACT	
A. THIS CHANGE ORDER IS ISSUED ORDER NO. IN ITEM 10A.	PURSUANT TO: (Specify authority) TH	E CHAN	IGES SET FORTH IN ITEM 14 ARE MADE IN T	TE CONTRACT	
	ACT/ORDER IS MODIFIED TO REFLECT H IN ITEM 14, PURSUANT TO THE AU NT IS ENTERED INTO PURSUANT TO		DMINISTRATIVE CHANGES (such as changes Y OF FAR 43,103(b). RITY OF:	in paying office,	
D. OTHER (Specify type of modification	n and authority)				
X IAW FAR 52.217-9			copies to the issuin		
E. IMPORTANT: Contractor	⊠ is required to sign this document a large of the la				
Alt. COR: (b)(6):(b)(7)(C)	(202) 732-(b)(6); (b)(7)(C	;)]	
Contracting Officer: (b)(6):	(202) 732-(b)(6); (b)(7	7)(C)			
The purpose of this modification has been reduced from (b)(4) dated December 12, 2016, for and Removal Operations Transcontinued	r logical follow-on	in task	accordance with Vendor order #HSCECR-17-F-0000	final quo	ote ccement
Except as provided herein, all terms and conditions of	the document referenced in Item 9 A or 1	10A, as h	neretofore changed, remains unchanged and in	full force and effe	ct.
15A, NAME AND TITLE OF SIGNER (Type or print) (b)(6); (b)(7)(C)		16A	NAME AND TITLE OF CONTRACTING OFFI		
15B. CONTRA (b)(6); (b)(7)(C)	15C, DATE SIGNED 3/17/17	16B	D. UNITED STATES OF AMERICA (6); (b)(7)(C)	1	6C. DATE SIGNED
NSN 7540-01- Previous edilion unusable	3/11/17		F	STANDARD FORM Prescribed by GSA FAR (48 CFR) 53.2	

CONTINUATION SHEET	REFERENCE NO. OF DOCUMENT BEING CONTINUED			
	GS-10F-0118S/HSCECR-16-F-00004/P00005	2	2	

NAME OF OFFEROR OR CONTRACTOR

MCKINSEY	COMPANY INC WASHINGTON DC		_		
ITEM NO	SUPPLIES/SERVICES	QUANTITY	7 62	UNIT PRICE	AMOUNT
(A)	(B)	(C)	(D)	(E)	(F)
	in the amount of \$25,000.00.				
	733 - the second and this are named unabanged				
	All other terms and conditions remain unchanged. Exempt Action: N Sensitive Award: NONE	1			×
	Delivery: 30 Days After Award				
	Discount Terms:				
			l		
	Delivery Location Code: ICE/ERO				
	ICE ENFORCEMENT REMOVAL IMMIGRATION AND CUSTOMS ENFORCEMENT				
	801 I STREET NW				
	(b)(6); (b)(7)(C) WASHINGTON DC 20536			1	
	WASHINGTON DC 20536	I			
	Accounting Info:				
	(b)(7)(E)				
		1		ľ	
	FOB: Destination				
	Period of Performance: 03/21/2016 to 03/20/2018				
	Change Item 20001 to read as follows (amount shown				
	is the total amount):		1		
20001	OPTION PERIOD I CHANGE MANAGEMENT SERVICES				263,551.8
	PERIOD OF PERFORMANCE: 3/21/2017 - 3/20/2018				
	C) 71 00000 to 0000 to 0000 to 0000		ı		
	Change Item 20002 to read as follows (amount shown		1		
	is the total amount):				
20002	OPTION PERIOD I TRAVEL				25,000.0
20002	OFFICE FERTOD I TRAVEL				20,00010
			1		
			1		
	Y Y				
		1	1		OPTIONAL FORM 336 (A.86)

From:	(b)(6); (b)(7)(C)
Sent:	5 Sep 2017 10:05:58 -0400
To:	(b)(6); (b)(7)(C)
Cc:	
(b)(6); (b)(7)(C)	
Subject:	RE: Follow-up Questions/Concerns (Cost Savings Initiative)
Hi(b)(6);	

Happy to discuss with you and the team.

In short, the rate build-ups, invoice totals, and scheduling seem to be fairly consistent throughout AGS' proposal (i.e., not always an exact match, but usually within ~2%). Their invoice numbers are within a similar range to your payment records as well. Below is a breakdown of our current understanding of the remaining opportunities for Krome. You will notice some minor shifts from last week's report, but a fairly consistent range with some additional validation behind the numbers.

Opportunity	Sizing	Notes	
Eliminate guardmount	(b)(4)	(b)(4)	
Shift permanent posts from CLIN 7 to CLIN 7A			
Tiered KTU and efficiencies			
Hospital guard ratio			
Dynamic staffing efficiencies			
Reduce administrative staff			
Rates and margins			
Optimals vs. standards			
Total			

Once (b)(6) and I are able to connect on the final couple of opportunities, we will be able to finish things up with AGS. We could also do this incrementally, addressing the sized opportunities immediately with the supplier and then introducing the dynamic staffing later if we feel it will drive significant incremental savings.

(b)(6);	
(1.)(7)((0)	

(b)(6); (b)(7)(C)

San Francisco, CA | -(b)(6); (b)(7)(C) **From:** (b)(6); (b)(7)(C) Sent: Tuesday, September 5, 2017 8:45 AM (b)(6); (b)(7)(C) (b)(6): DCG/NorthAmerica/MCKINSEY; (b)(6); (b)(7)(C) Subject: FW: Follow-up Questions/Concerns (Cost Savings Initiative) Good morning, I just wanted to follow-up to (b)(b): email below. Can you please advise if AGS payroll info is in line with the other supporting data that was submitted? Thanks, (b)(6); (b)(7)(C) From: (b)(6); (b)(7)(C) **Sent:** Monday, August 21, 2017 8:49 AM **To:** (b)(6); (b)(7)(C) Cc: **Subject:** FW: Follow-up Questions/Concerns (Cost Savings Initiative) (b)(6); (b)(7)(C) Please find attached AGS' response to our request for payroll information and other questions we had following our last meeting. I also had a brief telephone conversation with (b)(6); (b)(7)(C) she wanted to make sure we knew that they considered the optimal staffing proposal an all-ornothing proposal and not a list of options for us to pick and choose from. After we've had a chance to go over this information, can schedule another meeting to discuss what the total savings will be should we decide to accept what is on the table and when/if we should schedule another negotiation with AGS? Thanks! (b)(6); (b)(7)(C) Contracting Officer | Detention, Compliance & Removals DHS | ICE | Office of Acquisition Management (OAQ) Office: 202-732 (b)(6); Mobile: 202-380-(b)(6); Email: (b)(6); (b)(7)(C) From: (b)(6); (b)(7)(C) Sent: Monday, August 21, 2017 6:20 AM **To:** (b)(6); (b)(7)(C) Cc: Subject: RE: Follow-up Questions/Concerns (Cost Savings Initiative)

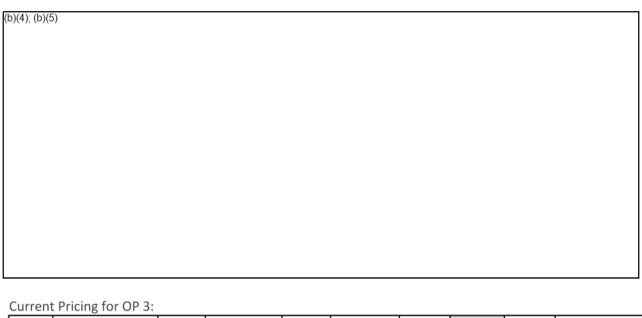
McKinsey & Company | Senior Implementation Coach

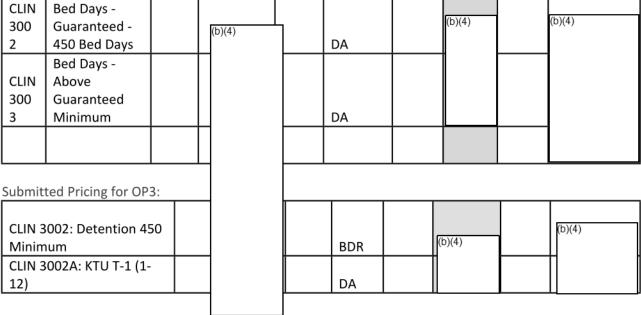
Hi (b)(6);

As discussed, attached are the payroll files for the 1st quarter of the current option period 3 (May – July 2017), Krome Payroll Files.zip.

These files include both our subcontractor, Akal's files as well as AGS' files. They are formatted differently, but both show the total hours and dollars for wages, uniform allowance, H&W, 401(k) contribution (pension), etc. These files should demonstrate that we have been paying in accordance with the CBAs; and also demonstrate the total dollar cost of our labor. These files do not represent the other direct costs incurred.

Also attached is a copy of the optimal staffing plan that was submitted July 13th – but this version also includes additional columns that show a side by side comparison of the original AGS proposed staffing, changes that were made during transition and through 2016, and our proposed staffing submitted last month.





CLIN 3002B: KTU T-2 (13-30) CLIN 3003: Detention Over 450 CLIN 3003A: Detention Over 550	(b)(4)	DA BDR BDR	(b)(4)	(b)(4)		
(The b)(4) difference being higher on the staffing plan vs. the submitted pricing demonstrates that it's in the government's favor.) The pricing submitted on 7-13 is fully CAS and DCAA compliant and based on actual costs. We built up the costs as a bottoms-up exercise to ensure true total costs were being submitted. There is no better way to do the actual cost build up.						
I, (b)(6); (b)(7)(C) and/or our pricing analyst can be made available to discuss the formulas and changes. I hope this answers the questions. V/r (b)(6);						
(b)(6): (b)(7)(C) President AGS 13873 Park Center Road, Suite 400N, Herndon, VA 20171 Office: 703-766-(b)(6) Cell: 321-544-(b)(7)(C) Confidentiality Notice: This e-mail message, including any attachments, is for the sole use of the intended recipient(s) and may contain confidential and privileged information. Any unauthorized review, copy, use, disclosure, or distribution is strictly prohibited. If you are not the intended recipient, please contact the sender by reply e-mail and destroy all copies of the original message.						
From: (b)(6); (b)(7)(C) Sent: Wednesday, August 16, 2017 10:16 AM To: (b)(6); (b)(7)(C) Cc: Subject: RE: Follow-up Questions/Concerns (Cost Savings Initiative) Thanks (b)(6);						
This spreadsheet should make more sense to (b)(6): (b)(7)(C) But how does it specifically show the increase in the GM bed day rate from (b)(4) ? Forgive the dumb question, but is						

there some formula where we can see the work? We're trying to figure out what exactly caused that increase because that might be an issue with ERO in getting our discussions wrapped up.

Contracting Officer Detention, Compliance & Removals DHS ICE Office of Acquisition Management (OAQ) Office: 202-732 (b)(6); Mobile: 202-380-(b)(6); Email: (b)(6); (b)(7)(C)
From: (b)(6); (b)(7)(C)
Sent: Wednesday, August 16, 2017 10:09 AM
To: (b)(6); (b)(7)(C)
Cc:
Subject: RE: Follow-up Questions/Concerns (Cost Savings Initiative)
Subject: RE. Follow-up Questions/concerns (Cost Savings Initiative)
Hi(<u>b)(6</u> ,
The attached spreadsheet shows the staffing changes between current operations and the optimal
staffing plan submitted on July 12.
V/r
<u>·</u>
(b)(6):
(b)(6): (b)(7)(C) President AGS 13873 Park Center Road, Suite 400N, Herndon, VA 20171 Office: 703-766 (b)(6) Cell: 321-544-(b)(6); (b)(7)(C) Confidentiality Notice: This e-mail message, including any attachments, is for the sole use of the intended recipient(s) and may contain confidential and privileged information. Any unauthorized review, copy, use, disclosure, or distribution is strictly prohibited. If you are not the intended recipient, please contact the sender by reply e-mail and destroy all copies of the original message.
From: (b)(6); (b)(7)(C)
Sent: Tuesday, August 15, 2017 4:52 PM
To: (b)(6); (b)(7)(C)
Subject: RE: Follow-up Questions/Concerns (Cost Savings Initiative)
(b)(6);
Are you all still able to provide a summary spreadsheet of the changes to the guaranteed minimum bed day rate today? Thanks.
(b)(6);

Contracting Officer | Detention, Compliance & Removals DHS | ICE | Office of Acquisition Management (OAQ) Office: 202-732-(b)(6); | Mobile: 202-380-(b)(6);

Email: (b)(6); (b)(7)(C)

From: (b)(6); (b)(7)(C)

Sent: Friday, August 11, 2017 7:18 AM



Subject: RE: Follow-up Questions/Concerns (Cost Savings Initiative)

Hi (b)(6);

1. As per our discussion, AGS will prepare "Payroll "Registers" for the first quarter of the current contract year (May – July 2017). These reports should be ready by mid next week.

These reports are essentially a certified payroll showing the hours, base wages, shift differentials, overtime, allowances, etc., in other words total compensation for each employee.

Note that AGS pays all of its employees in full compliance with all DOL regs, the in-place CBAs, and the SCA. The CBAs (which have been previously forwarded to ICE) clearly show the rates of pay, health and welfare, leave amounts, and other allowances that are part of the staff (various labor categories) total compensation. If employees were not being paid in full compliance, ICE would have certainly heard the complaints, AGS would be in the middle of multiple law suits, DOL audits, facing financial penalties, and possible disbarment.

In addition, ICE is provided a daily sign-in/sign-out sheet showing every employee, every post, every labor category, and total hours. This report demonstrates the number of hours being provided.

- 2. AGS' cost and pricing model was prepared in full compliance with CAS and DCAA standards.
- 3. AGS will provide a summary spreadsheet of the changes to the guaranteed minimum bed day rate by Tuesday of next week.

V/r (b)(6); | President (b)(6); (b)(7)(C) AGS | 13873 Park Center Road, Suite 400N, Herndon, VA 20171 Office: 703-766-(h)(6) | Cell: 321-544(b)(6); (b)(7)(C)

Confidentiality Notice: This e-mail message, including any attachments, is for the sole use of the intended recipient(s) and may contain confidential and privileged information. Any unauthorized review, copy, use, disclosure, or distribution is strictly prohibited. If you are not the intended recipient, please contact the sender by reply e-mail and destroy all copies of the original message.

From: (b)(6); (b)(7)(C) **Sent:** Thursday, August 10, 2017 4:15 PM **To:** (b)(6); (b)(7)(C)

Subject: RE: Follow-up Questions/Concerns (Cost Savings Initiative)

Hi (b)(6);

Thank you for the response. We went over it today with the team and have a few, hopefully quick follow-up questions/requests:

- In order to verify the cost savings initiatives you all have proposed, we would like to
 request payroll information for all employees associated with this contract for the period
 covering the prior contract period. We understand that this information will be
 voluminous. Please also include a summary page for each function area, labor category,
 hours, and costs. This information will allow us to ensure that proposed labor costs are
 reasonable.
- Please confirm all of the information provided to us was prepared consistent with DCAA and cost accounting standards. The prior communications we had regarding DCAA are not clear on this.
- Please provide an explanation for the increase in the guaranteed minimum bed day rate in your Optimal Submission from (b)(4) What specifically has been added to the rate and what has been removed to arrive at that new rate?

Thanks in advance for your response and we really do appreciate your work with us in this process.

process.	
(b)(6);	
Contracting Officer Detention, Compliance & Removals	
DHS ICE Office of Acquisition Management (OAQ)	
Office: 202-732-(b)(6); Mobile: 202-380-(b)(6);	
Email: (b)(6); (b)(7)(C)	
+======================================	
====+	
This email is confidential and may be privileged. If you have received it	
in error, please notify us immediately and then delete it. Please do not	
copy it, disclose its contents or use it for any purpose.	
+=	

From:	(b)(6); (b)(7)(C)		
Sent:	22 Aug 2017 13:12:13 -0400		
To:	Johnson, Tae D;'TC Procurement		
Mgmt' (b)(6); (b)(7)(C)	· · · · · · · · · · · · · · · · · · ·		
	g, Bill;(b)(6); (b)(7)(C)		
(b)(6); (b)(7)(C)	;Achim, Deborah; (b)(6). ((b)(7)(C)	
(b)(6); (b)(7)(C)	· · · · · · · · · · · · · · · · · · ·		
Subject:	RE: For today's 1pm Meeting		
Attachments:	Aug 21 coordination meeting.pdf		
For those who didn	't receive the doc today.		
Thank you,			
(b)(6);			
From: Johnson, Ta	e D [45/6], 45/7/0)		
	gust 15, 2017 10:11 AM		
	nt Mgmt <u>(b)(6); (b)(7)(C)</u>	TC Procurement Mgmt	
(b)(6); (b)(7)(C)	[b)(0), (b)(1)(C)	Terrocarement wight	
(-/(-// (-/(-/			
(b)(6); (b)(7)(C)	Weinberg, Bill (b)(6), (b)(7)(C)		
(b)(6); (b)(7)(C)			
(b)(6); (b)(7)(C)		Achim, Deborah	
(b)(6); (b)(7)(C)			
(b)(6); (b)(7)(C)			
Subject: For today	's 1pm Meeting		
+			

This email is confidential and may be privileged. If you have received it

in error, please notify us immediately and then delete it. Please do not
copy it, disclose its contents or use it for any purpose.
+
===+



ERO & OAQ Negotiation Coordination Update

August 22, 2017

Agenda for today

			_
		(0)(0), (0)(4)	ソハイ
		, (0),	· /k//
		3	-

Guiding principles

	(b)(5); (b)(4)

a
ş
Dashboard
ŏ
ă
\equiv
Q
of current
2
≒
뜨
7
ē
pt
Ö
₫.
at
=
\equiv
ᅙ
ions
negotiations
ons
ions
ons
ons
ons
ons
ions
ons
ions A
ons App
Ons Approx
ONS Approved

ICE Rejected

(b)(5); (b)(4)



(b)(5); (b)(4)	Timeline and key dates	Farmville

Farmville
(b)(5); (b)(4)

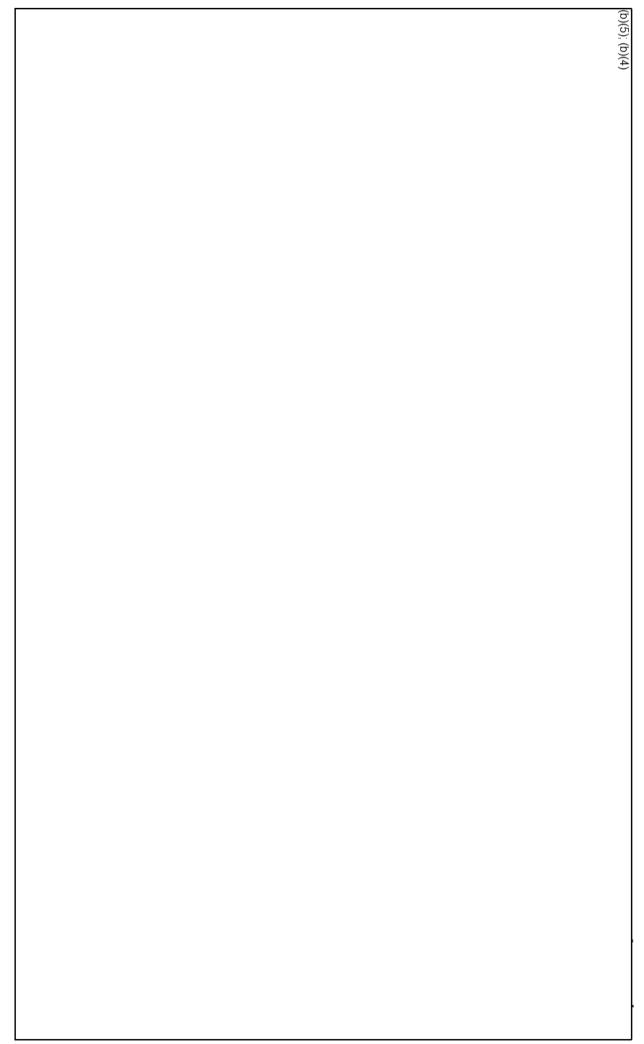
More review needed

	Timeline and key dates
	(b)(4); (b)(5)

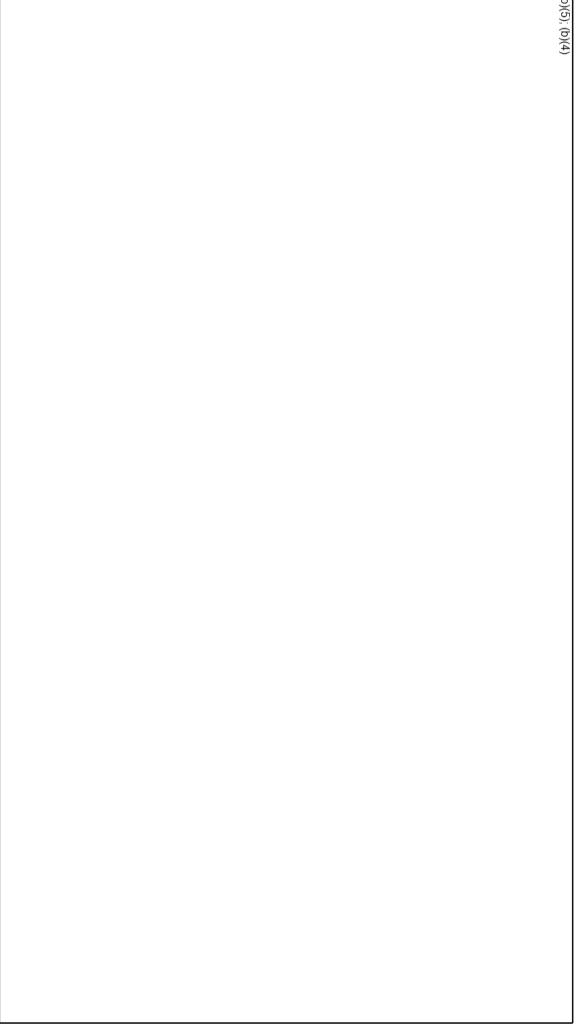
Г		
	b)(4)	Krome
); (b)	0
	(5);	3
	(b)(7	e
)(E)	
l		
I		
1		I



Krome (Continued
d)



Houston	
(b)(5); (b)(4)	



(b)(4); (b)(5); (b)(7)(E)

Houston action items

Further negotiation required

Ready for decision

South Texas (Pearsall)	
(b)(5); (b)(4)	

STDC action items

	(D)(O), (D)(4)
	i i i i i i i i i i i i i i i i i i i
	<u>-</u> 6
	74
	3
i	
•	

7	6	
3	(b)(5); (b)(4)	
i de la companya de	(
	<u>~</u>	
	- 1	

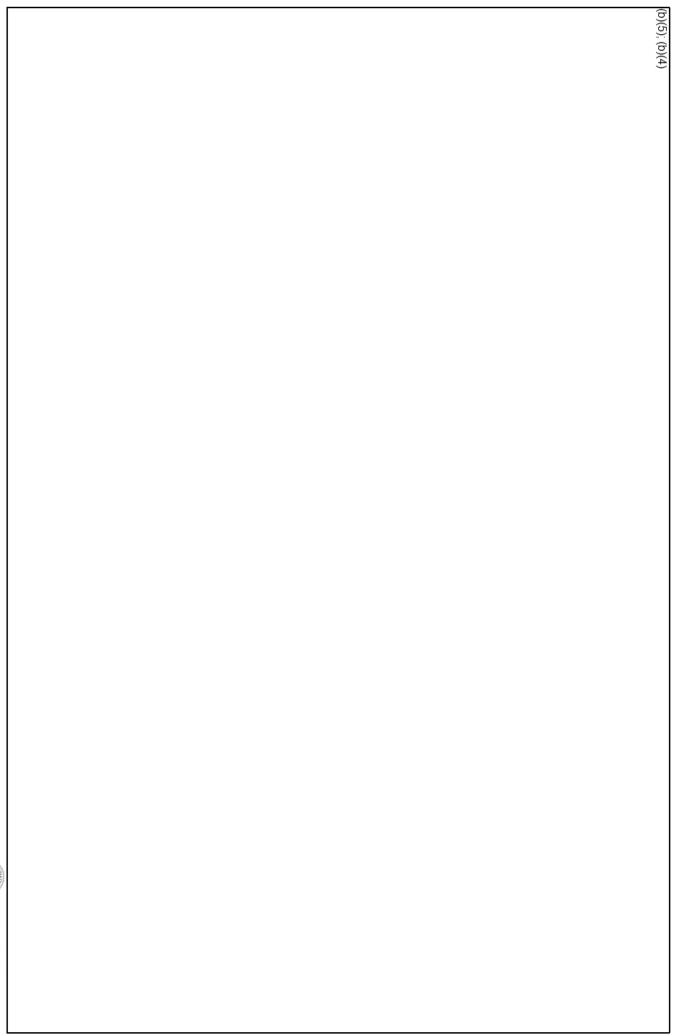
Port Isabel



South Texas Family (Dilley)

(b)(5); (b)(4)

Next steps: Aug 22 coordination meeting



(b)(5)

From: (b)(6); (b)(7)(C)

Sent: 28 Jun 2017 17:31:40 -0400

To: (b)(6); (b)(7)(C)
Cc:

Subject: Request for approval: requisition over \$250k

Hey (b)(6): , This is the info for the McKinsey 2.0 Transformation modification.

- a. DCR
- b. McKinsey ERO Transformation 2.0
- c. (b)(4)

d. ____ with all options exercised

- e. 1/3/17 4/7/18
- f. (b)(6); g. (b)(7)(C)
- h. Can the Period of Performance be reduced in order to obligate less funds in FY17? No
- i. If no, provide an explanation. This is the period of performance required provide full services.
- j. If yes, what will the new period of performance be?
- k. If yes, how much funding will not be obligated and is available to be used for other ICE procurements?

(b)(6); (b)(7)(C)

Contract Specialist
Detention, Compliance, and Removal
DHS/ICE/OAQ
202-732 (b)(6);

From:	(b)(6); (b)(7)(C)
Sent:	9 Jun 2017 16:11:38 -0400
To:	Homan, Thomas
Cc:	(b)(6); (b)(7)(C)
(b)(6); (b)(7)(C)	;Weinberg, Bill;(b)(6); (b)(7)(C)
(b)(6); (b)(7)(C)	
(b)(6); (b)(7)(C)	;Achim, Deborah; (b)(6); (b)(7)(C)
(b)(6); (b)(7)(C)	
Subject:	TCO procurement June 9 Negotiations update
ICE leadership, TCO	team members, and facility teams
As was expected, each the table. All teams hat teams for their on-going teams for the for their on-going teams for their on-going teams for their on-going teams for their	at least one round of negotiations with the vendors at each target facility. The has brought different players, postures and degrees of transparency to ave made progress, but none are yet to a final agreement. Thank you to the ng time and commitment. Updates from the week are below: AGS guard contract for SPC staffing) (a); (b)(7)(C) Field Office), (b)(6); (b)(7)(C) Field Office), (b)(6); (b)(7)(C) (OAQ), (D)(6); (b)(7)(C) (OPLA) (b)(6); (b)(7)(C) (OPLA) (c) (d) (e) (d) (e) (f) (f) (f) (f) (f) (f) (f
Negotiating team: (b)(6) (b)(6) r (OAQ), (b)(6) + Team goal of \$(b)(4) + Second round negotians teaming; vendor continuous teaming team; (b)(6) **Team goal of \$(b)(4) **	(Field Office), (b)(7)(C) (Field Office), (b)(6): (Field Office), (b)(6): (b)(7)(C) (Field Office),
Negotiating team: [h)(6); Office), [b)(6); + Team on track to re CoreCivic on Wedness+ CoreCivic provided	ton AOR, CoreCivic/CCA contract for CDF) (Field Office), (b)(6); Field Office), (h)(7)(C) (Field Office), (h)(7)(C) (OPLA) (alize (b)(4) annual cost avoidance following first negotiation with sday, June 7 detailed cost breakdowns which ICE analyzed and discusses point by point reCivic to return with further cost reduction ideas and respond to detailed
	AOR, GEO Group contract for CDF) bbie Achim (Field Office), (เป็น(อ): (เป็น(อ): (เป็น(อ): (Eld Office)), (เป็น(อ): (Eld Office)) (Field Office)

Office), (b)(6); (b)(7)(C) Field Office), (b)(6); (OAQ), (b)(6); (b)(7)(C) (OAQ), (c)(6); (c)(6); (d)(6); (d
(b)(6); (b)(7)(C) McKinsey & Company New York Office: (b)(6); (b)(7)(C) Mobile: Assistant: (b)(6); (b)(7)(C)
(b)(6); (b)(7)(C)06/02/2017 04:55:12 PMICE leadership, TCO team members, and facility teams The past two weeks have been very important a From: [h-1/6]: /h-1/71/C) To: Thomas.Homan@ice.dhs.gov, [h-1/6]: /h-1/71/C)
(b)(6): (b)(7)(C)
Date: 06/02/2017 04:55 PM Subject: TCO procurement Negotiations update

ICE leadership, TCO team members, and facility teams--

The past two weeks have been very important as ICE teams initiated renegotiations on four facilities. Overall, the teams have done an amazing job and so far are on track toward cost avoidance targets (\$30-50M across all four).

Thank you to all the teams and their leadership who have dedicated substantial time and resources toward preparation and execution of these conversations.

Updates on each team:

From:	(b)(6); (b)(7)(C)
Sent:	12 Jan 2018 13:34:10 -0500
To:	(b)(6); (b)(7)(C)
Cc:	
Subject:	RE: McKinsey Funding
Thanks.	
From: (b)(6): (b)(7)(C) Sent: Friday, January To: (b)(6); (b)(7)(C) Cc: Subject: RE: McKinsey	
(b)(6); Those numbers	are correct according to our list. Thanks!
From: (b)(6); (b)(7)(C) Sent: Friday, January : To: (b)(6); (b)(7)(C) Subject: FW: McKinse	
(b)(6);	
Can you review this a	nd respond to (b)(6); (h)(7)(C) Thanks!
(b)(6); (b)(7)(C)	
	Detention, Compliance & Removals
	Acquisition Management (OAQ)
	Mobile: 202-380-(b)(6);
Email: (b)(6); (b)(7)(C)	11100110. 202 200 [-111]
From: (b)(6), (b)(7)(C) Sent: Friday, January To: (b)(6), (b)(7)(C) Subject: McKinsey Fur	
(b)(6	
<u>-</u>	ach out to budget on the funding for McKinsey can you confirm my numbers? I
	need to speak to me today until about 2:30. Thanks, (b)(6);
	te speak to me teady and allocate in an allocate in a manney, where
My records are showing	the following:
Requisition 192118ERO	LESA0001 funded for (b)(4) while the funding breakdown was
(b)(4) X 3 totaling	g (b)(4)
With the current funding	ng breakdown of (b)(4) X4 totaling (b)(4) less the (b)(4)
funded. I am showing th	
2/15/18, and the balance	ce of funding for step 3 will be in Feb in the amount of (b)(4)

	Invoice Period	Invoice Date	Invoice Amount
STEP	October 16, 2017 –	December	(b)(4)
3	December 15, 2017	16, 2017	
3	December 16, 2017 –	January 16,	
	January 15, 2018	2018	
	January 16, 2018 –	February	
	February 15, 2018	16, 2018	
	February 16, 2018 – March	April 1,	
	31, 2018	2018	

(b)(6); (b)(7)(C)

Management Program Analyst
Department of Homeland Security
U. S. Immigration and Customs Enforcement
Enforcement and Removal Operations (ERO)
Law Enforcement Systems and Analysis (LESA)
500 12th Street SW/Washington, DC 20536
Desk 202-732-[JENT]/Cell 202-607 [hN/6]

(b)(6): (b)(7)(C)

AMENDME	ENT OF SOLICITATION/MODIFICA	ATION OF CONTRACT		CONTRACT ID CODE	PAGE	OF PAGES
		TION OF CONTRACT			1	2
2. AMENDME	NT/MODIFICATION NO.	3. EFFECTIVE DATE		UISITION/PURCHASE REQ. NO.	5. PROJECT N	IO. (If applicable)
P00007		See Block 16C	1921	17EROLESA0033		
6. ISSUED BY	CODE	ICE/DCR	7. ADN	MINISTERED BY (If other than Item 6)	CODE ICE	/DCR
IMMIGRA OFFICE 801 I S	NTION COMPLIANCE REM TION AND CUSTOMS ENFO OF ACQUISITION MANAGE TREET NW (b)(6) (b)(7)(C) TON DC 20536		IMMI OFF: 801	DETENTION COMPLIANCE FIGRATION AND CUSTOMS EN ICE OF ACQUISITION MANA I STREET NW (b)(6); (b)(7)(C) HINGTON DC 20536		Т
8. NAME AND	ADDRESS OF CONTRACTOR (No., street,	county, State and ZIP Code)	(x) 9A.	AMENDMENT OF SOLICITATION NO.		
SUITE 11	TH ST NW	STON DC	9B. X 10/GS	A. MODIFICATION OF CONTRACT/ORDER S-10F-0118S	NO.	
CODE		EACH ITY CODE	_	B. DATED (SEE ITEM 13)		
CODE 82	252293180000	FACILITY CODE		2/26/2016		
		11. THIS ITEM ONLY APPLIES TO	AMENDM	IENTS OF SOLICITATIONS		
reference to	o the solicitation and this amendment, and it TING AND APPROPRIATION DATA (If requ	s received prior to the opening hour an	nd date spe		or letter makes	
	13. THIS ITEM ONLY APPLIES TO M	ODIFICATION OF CONTRACTS/ORDE	RS. IT MO	DDIFIES THE CONTRACT/ORDER NO. AS D	ESCRIBED IN ITE	M 14.
CHECK ONE		T/ORDER IS MODIFIED TO REFLECT IN ITEM 14, PURSUANT TO THE AU	T THE ADI THORITY	SES SET FORTH IN ITEM 14 ARE MADE IN MINISTRATIVE CHANGES (such as changes OF FAR 43.103(b). TY OF:		
v	D. OTHER (Specify type of modification	and authority)				
X	52.217-9			and the first term		
E. IMPORTAN		is required to sign this document a				
14. DESCRIP DUNS Nur		Organized by UCF section headings, in	ncluding s	olicitation/contract subject matter where feas	ible.)	
COR: (b)(6	6): (b)(7)(C) (202) 732·	-(b)(6): (b)(7)(C)				
	ting Officer: (b)(6) (b)(7)(·	')(C)			
	t Specialist: (b)(6); (b)(7)			7)(C)		
The pur	pose of this modificat	tion is to provide i	incre	mental funding in the a	amount of	
(b)(4)				for this CLIN is 6/20/1		/17.
λll <u>~</u> + ⊩.	er terms and condition	ng romain the semi				
	er terms and condition Action: N Sensitive A					
_	t Terms:					
Continue						
		e document referenced in Item 9 A or 1	IOA, as he	retofore changed, remains unchanged and in	full force and effe	ect.
	ND TITLE OF SIGNER (Type or print)		_	NAME AND TITLE OF CONTRACTING OFF		
			(b)(6)	; (b)(7)(C)		
15B. CONTRA	ACTOR/OFFEROR	15C. DATE SIGNED	-	UNITED STATES OF AMERICA		6C. DATE SIGNED
	(Signature of person authorized to sign)			(Signature of Contracting Officer)		

NSN 7540-01-152-8070 Previous edition unusable STANDARD FORM 30 (REV. 10-83) Prescribed by GSA FAR (48 CFR) 53.243
 CONTINUATION SHEET
 REFERENCE NO. OF DOCUMENT BEING CONTINUED
 PAGE
 OF

 GS-10F-0118S/HSCECR-17-F-00003/P00007
 2
 2

NAME OF OFFEROR OR CONTRACTOR

MCKINSEY COMPANY INC WASHINGTON DC

(B)	(C)	(D)	(E)	(E)
		Ľ_′		(F)
Net 30				
Accounting Info:				
(b)(7)(E)				
FOB: Destination				
Period of Performance: 01/03/2017 to 10/09/2017				
is the obligated amount).				
Transformation Task 3				787,886.
Step 2a: Support wave implementation and build				
Product/Service Description: SUPPORT- MANAGEMENT:				
OTHER				
	Period of Performance: 01/03/2017 to 10/09/2017 Change Item 1003 to read as follows(amount shown is the obligated amount): Transformation Task 3 Step 2a: Support wave implementation and build capabilities in 4 Wave 1 sites Fully Funded Obligation Amount: (b)(4) Incrementally Funded Amount: (b)(4) Product/Service Code: R799 Product/Service Description: SUPPORT- MANAGEMENT:	Period of Performance: 01/03/2017 to 10/09/2017 Change Item 1003 to read as follows(amount shown is the obligated amount): Transformation Task 3 Step 2a: Support wave implementation and build capabilities in 4 Wave 1 sites Fully Funded Obligation Amount: (b)(4) Incrementally Funded Amount: (b)(4) Product/Service Code: R799 Product/Service Description: SUPPORT- MANAGEMENT:	Period of Performance: 01/03/2017 to 10/09/2017 Change Item 1003 to read as follows(amount shown is the obligated amount): Transformation Task 3 Step 2a: Support wave implementation and build capabilities in 4 Wave 1 sites Fully Funded Obligation Amount: (b)(4) Incrementally Funded Amount: (b)(4) Product/Service Code: R799 Product/Service Description: SUPPORT- MANAGEMENT:	Period of Performance: 01/03/2017 to 10/09/2017 Change Item 1003 to read as follows(amount shown is the obligated amount): Transformation Task 3 Step 2a: Support wave implementation and build capabilities in 4 Wave 1 sites Fully Funded Obligation Amount: (b)(4) Incrementally Funded Amount: (b)(4) Product/Service Code: R799 Product/Service Description: SUPPORT- MANAGEMENT:

From: (b)(6); (b)(7)(C) Sent: 29 Jun 2018 15:06:20 +0000 To: (b)(6); (b)(7)(C) Cc: Subject: RE: McKinsey Hiring Extension (b)(6); McKinsey will give us the no-cost extension to July 13. I will get the modification done today. (b)(6); (b)(7)(C) Section Chief | Detention, Compliance & Removals DHS | ICE | Office of Acquisition Management (OAQ) Office: 202-732-(b)(6); | Mobile: 202-380-(b)(6); Email: (b)(6); (b)(7)(C) From: (b)(6): Sent: Friday, June 29, 2018 10:23 AM **To:** (b)(6); (b)(7)(C) Subject: RE: McKinsey Hiring Extension Hi (b)(6); I totally understand and apologize for the inconvenience and last minute notice. Thank you for the help, (b)(6); From: ((b)(6); (b)(7)(C)

Sent: Friday, June 29, 2018 9:53 AM

To: (b)(6); (b)(7)(C)

Subject: RE: McKinsey Hiring Extension

(b)(6);

OHC's CLIN on the McKinsey expired on July 24. Any process you all are undertaking should have been undertaken weeks ago. However, ERO's CLIN expires on July 30, tomorrow. I can ask McKinsey for a no-cost extension to July 6, not July 8 which is a Sunday. I also ask as a courtesy that you all do not wait until the end of the day on July 6 to get us your decision or the funding that will be required for any extension.

(b)(6);Section Chief | Detention, Compliance & Removals DHS | ICE | Office of Acquisition Management (OAQ) Office: 202-732-(b)(6): | Mobile: 202-380-(b)(6); Email: (b)(6); (b)(7)(C)

From: (b)(6)

Sent: Friday, June 29, 2018 9:05 AM

To: (b)(6): (b)(7)(C)

Subject: McKinsey Hiring Extension

Hi (b)(6); (b)(7)(C)

OHC is in the process of determining whether to continue our partnership with McKinsey into another phase; however, we need a little more time to make a final decision. Would it be possible to get a nocost extension until July 8 in order to have time to make a decision and not have the vehicle lapse?

Thanks for the help,

(b)(6);

Chief of Staff

Office of Human Capital

U.S. Immigration and Customs Enforcement

(b)(6); (b)(7)(C) | (2020 732-(b)(6) (d) | (202) 465-(b)(6); (m)

AMENDMENT OF SOLICITATION/MODIFICA	ATION OF CONTRACT	т	CONTRACT ID CODE	PAG	E OF PAGES				
2. AMENDMENT/MODIFICATION NO.	3. EFFECTIVE DATE	4. R	EQUISITION/PURCHASE REQ. NO.	5. PROJEC	1 2 CT NO. (If applicable)				
P00011	See Block 16C	192	2117EROLESA0054		(,,,,				
6. ISSUED BY CODE	ICE/DCR	7. A	ADMINISTERED BY (If other than Item 6)	CODE T	CE/DCR				
ICEDETENTION COMPLIANCE REMIMMIGRATION AND CUSTOMS ENFOOFFICE OF ACQUISITION MANAGE 801 I STREET NW (b)(6); WASHINGTON DC 20536	OVALS RCEMENT	IM OF 80	ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6); WASHINGTON DC 20536						
8. NAME AND ADDRESS OF CONTRACTOR (No., street,	county, State and ZIP Code)	(x)	9A. AMENDMENT OF SOLICITATION NO.						
MCKINSEY COMPANY INC WASHING 1200 19TH ST NW SUITE 1100 WASHINGTON DC 200362412	STON DC	x	9B. DATED (SEE ITEM 11) 10A. MODIFICATION OF CONTRACT/ORDE GS-10F-0118S HSCECR-17-F-00003 10B. DATED (SEE ITEM 13)	R NO.					
CODE 8252293180000	FACILITY CODE	 	12/26/2016						
		DDI IES TO AMEN	DMENTS OF SOLICITATIONS						
Items 8 and 15, and returning cop separate letter or telegram which includes a reference THE PLACE DESIGNATED FOR THE RECEIPT OF of virtue of this amendment you desire to change an offer reference to the solicitation and this amendment, and	to the solicitation and amend DFFERS PRIOR TO THE HC r already submitted , such ch	dment numbers. DUR AND DATE S nange may be mad	PECIFIED MAY RESULT IN REJECTION OF de by telegram or letter, provided each telegra	TO BE RECEIV	ED AT				
12. ACCOUNTING AND APPROPRIATION DATA (If requ				(b)(4)					
See Schedule			MODIFIES THE CONTRACT/ORDER NO. AS						
	CT/ORDER IS MODIFIED TO I IN ITEM 14, PURSUANT TO	O REFLECT THE A O THE AUTHORI	NGES SET FORTH IN ITEM 14 ARE MADE I ADMINISTRATIVE CHANGES (such as chang TY OF FAR 43.103(b). PRITY OF:						
D. OTHER (Specify type of modification X 52.217-9	and authority)								
E. IMPORTANT: Contractor 🗵 is not,	is required to sign this d	ocument and retu	m copies to the iss	suing office.					
14. DESCRIPTION OF AMENDMENT/MODIFICATION (DUNS Number: 825229318 COR: (b)(6); (b)(7)(C) (202) 732 Contracting Officer: (b)(6); Contract Specialist: (b)(6); (b)(7)	-(b)(6); (b)(7)(C) (202) 732-]r	asible.)					
The purpose of this modifica for CLIN 1004 up to 10/9/201 as shown below.				_					
All other terms and conditio	ns remain the	same.							
Continued									
Except as provided herein, all terms and conditions of the 15A. NAME AND TITLE OF SIGNER (Type or print)	e document referenced in Ite	16	heretofore changed, remains unchanged and A. NAME AND TITLE OF CONTRACTING O (6); (b)(7)(C)						
15B. CONTRACTOR/OFFEROR	15C. DATE	SIGNED 16	B. UNITED STATES OF AMERICA		16C. DATE SIGNED				
(Signature of person authorized to sign)		-	(Signature of Contracting Officer)						
Oignature of person authorized to sign)			(Signature or Contracting Onicer)	STANDARD	OBM 20 (BEV, 10.92)				

NSN 7540-01-152-8070 Previous edition unusable STANDARD FORM 30 (REV. 10-83) Prescribed by GSA FAR (48 CFR) 53.243
 CONTINUATION SHEET
 REFERENCE NO. OF DOCUMENT BEING CONTINUED
 PAGE
 OF

 GS-10F-0118S/HSCECR-17-F-00003/P00011
 2
 2

NAME OF OFFEROR OR CONTRACTOR

MCKINSEY COMPANY INC WASHINGTON DC

ITEM NO.	SUPPLIES/SERVICES	QUANTITY	ı	UNIT PRICE	AMOUNT
(A)	(B)	(C)	(D)	(E)	(F)
	Exempt Action: N Sensitive Award: NONE				
	Discount Terms: Net 30				
	Accounting Info:				
	(b)(7)(E)				
	FOB: Destination				
	Period of Performance: 01/03/2017 to 10/27/2017				
	Change Item 1004 to read as follows(amount shown				
	is the obligated amount):				
1004	Transformation Task 3				656,724.
	Step 2b: Support wave implementation and build capabilities in additional 1 Wave 1 site (San				
	Antonio)				
	Fully Funded Obligation Amount: (b)(4)				
	Incrementally Funded Amount: (b)(4)				
	Product/Service Code: R799				
	Product/Service Description: SUPPORT- MANAGEMENT:				
	OTHER				
	Change Item 2004 to read as follows(amount shown				
	is the obligated amount):				
2004	Total Cost of Ownership Procurement Strategy				704,435.
2001	Step 5b: Complete second wave of value capture				, , , , , , , , , , , , , , , , , , , ,
	and implement new procurement operating model				
	Period of Performance: 8/19/17 - 10/27/17				
	Fully Funded Obligation Amount: (b)(4) Incrementally Funded Amount: (b)(4)				
	Product/Service Code: R799				
	Product/Service Description: SUPPORT- MANAGEMENT:				
	OTHER				
			1		

AMENDMENT OF SOLICITATION/MODIFIC	ATION OF CO	ONTRACT		CONTRACT ID CODE	F	PAGE OF PAGES
2. AMENDMENT/MODIFICATION NO.	3. EFFECTIVE	DATE	4. R	EQUISITION/PURCHASE REQ. NO.	5. PRO	1 4 JECT NO. (If applicable)
P00008	See Bloo	rk 160	19:	2117EROLESA0044		,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,
6. ISSUED BY CODE		JR 100	7. /	ADMINISTERED BY (If other than Item 6)	CODE	ICE/DCR
ICEDETENTION COMPLIANCE REMINISTRATION AND CUSTOMS ENFOOFFICE OF ACQUISITION MANAGES 801 I STREET NW (b)(6); WASHINGTON DC 20536	MOVALS DRCEMENT		OF 80	EDETENTION COMPLIANCE RIMIGRATION AND CUSTOMS ENTERING OF ACQUISITION MANA OF THE STREET NW (b)(6): ASHINGTON DC 20536		ALS EMENT
8. NAME AND ADDRESS OF CONTRACTOR (No., stree	t, county, State and	ZIP Code)	(x)	9A. AMENDMENT OF SOLICITATION NO.		
MCKINSEY COMPANY INC WASHIN 1200 19TH ST NW SUITE 1100 WASHINGTON DC 200362412	GTON DC		x	9B. DATED (SEE ITEM 11) 10A. MODIFICATION OF CONTRACT/ORDER N GS-10F-0118S HSCECR-17-F-00003 10B. DATED (SEE ITEM 13)	0.	
CODE 9252293180000	FACILITY COD	DE .		12/26/2016		
8252293180000			NAT:	IDMENTS OF SOLICITATIONS		
Items 8 and 15, and returning consequence of the PLACE DESIGNATED FOR THE RECEIPT OF virtue of this amendment you desire to change an office reference to the solicitation and this amendment, and 12. ACCOUNTING AND APPROPRIATION DATA (If required to the solicitation and this amendment) and the solicitation and this amendment.	OFFERS PRIOR er already submit l is received prior	TO THE HOUR AND DA ted , such change may be to the opening hour and	TE S e ma date	SPECIFIED MAY RESULT IN REJECTION OF YO de by telegram or letter, provided each telegram or	UR OFFE or letter m	ER If by
	AODIEICATION O	E CONTRACTS/ORDERS	e IT	MODIFIES THE CONTRACT/ORDER NO. AS DE	SCRIBER	NIN ITEM 44
	CT/ORDER IS M H IN ITEM 14, PU IT IS ENTERED I	ODIFIED TO REFLECT T PRSUANT TO THE AUTH	THE A	ADMINISTRATIVE CHANGES (such as changes of the property of the		
E. IMPORTANT: Contractor is not.	V is required t	o sign this document and	l rotu	ım 1 copies to the issuing	n office	
E.IMPORTANT: Contractor Lis not. 14. DESCRIPTION OF AMENDMENT/MODIFICATION DUNS Number: 825229318 COR: (b)(6): (b)(7)(C) (202) 732 Contracting Officer: (b)(6): (b)(7) Contract Specialist: (b)(6): (b)(7)	(Organized by U	CF section headings, inc	ludin \(∩\)	g solicitation/contract subject matter where feasib		
The purpose of this modificate Management Strategies. These technical quote which was sureference. Prices for the exupdated price quote, submitt	e service abmitted atended s	s are provide on June 14, 2 ervices CLINS	ed 201	in accordance with the v. 7, and is hereby incorpo	endo: rate	r's d by
Continued						
Except as provided herein, all terms and conditions of t 15A. NAME AND TITLE OF SIGNER (Type or print)	he document refe	renced in Item 9 A or 10/	16	heretofore changed, remains unchanged and in f A. NAME AND TITLE OF CONTRACTING OFFIC)(6); (b)(7)(C)		
15B. CONTRACTOR/OFFEROR		15C. DATE SIGNED	_	B. UNITED STATES OF AMERICA		16C. DATE SIGNED
(Signature of person authorized to sign)				(Signature of Contracting Officer)		
NON 7540 04 450 0070				63	TA NID A DI	D EODM 20 (DEV. 40 02)

NSN 7540-01-152-8070 Previous edition unusable STANDARD FORM 30 (REV. 10-83) Prescribed by GSA FAR (48 CFR) 53.243

REFERENCE NO. OF DOCUMENT BEING CONTINUED PAGE OF **CONTINUATION SHEET** GS-10F-0118S/HSCECR-17-F-00003/P00008 2 4

NAME OF OFFEROR OR CONTRACTOR

ITEM NO.	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
(A)	(B)	(C)	(D)	(E)	(F)
	All other terms and conditions remain the same. Exempt Action: N Sensitive Award: NONE Discount Terms: Net 30				
	FOB: Destination Period of Performance: 01/03/2017 to 04/07/2018				
	Add Item 2003 as follows:				
2003	Total Cost of Ownership Procurement Strategy Step 5a: Complete first wave of value capture and prepare to implement new procurement operating model				1,056,653.63
	Period of Performance: 6/29/17 - 8/10/17 Product/Service Code: R799 Product/Service Description: SUPPORT- MANAGEMENT: OTHER				
	Accounting Info:				
	(b)(6); (b)(7)(C)				
	Funded: (b)(4)				
	Add Item 2004 as follows:				
2004	Total Cost of Ownership Procurement Strategy Step 5b: Complete second wave of value capture and implement new procurement operating model				0.00
	Period of Performance: 8/11/17 - 10/20/17 Amount: (b)(4) (Option Line Item) 08/09/2017 Product/Service Code: R799				
	Product/Service Description: SUPPORT- MANAGEMENT: OTHER				
	Accounting Info: Funded: \$0.00				
	Add Item 2005 as follows:				
2005	Total Cost of Ownership Procurement Strategy Step 6: Expand value capture and implement the overall strategy				0.00
	Period of Performance: 10/21/17 - 2/10/18 Amount: (b)(4) (Option Line Item) 02/09/2018 Continued				

 CONTINUATION SHEET
 REFERENCE NO. OF DOCUMENT BEING CONTINUED
 PAGE
 OF

 GS-10F-0118S/HSCECR-17-F-00003/P00008
 3
 4

NAME OF OFFEROR OR CONTRACTOR

MCKINSEY COMPANY INC WASHINGTON DC

ITEM NO.	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
(A)	(B)	(C)	(D)	(E)	(F)
3003	Product/Service Code: R799 Product/Service Description: SUPPORT- MANAGEMENT: OTHER Accounting Info: Funded: \$0.00 Add Item 3003 as follows: Talent Management Strategy Step 3A: Begin implementing immediate improvements to streamline the hiring process Period of Performance: 6/29/17 - 8/24/17 Product/Service Code: R799				1,119,771.10
	Product/Service Description: SUPPORT- MANAGEMENT: OTHER Accounting Info: (b)(7)(E) Funded: (b)(4) Add Item 3004 as follows:				
3004	Talent Management Strategy Step 3b: Continue implementing immediate improvements to streamline the hiring process Period of Performance: 8/25/17 - 11/17/17 Amount: (D)(4) Option Line Item) 08/24/2017 Product/Service Code: R799 Product/Service Description: SUPPORT- MANAGEMENT: OTHER Accounting Info: Funded: \$0.00 Add Item 3005 as follows:				0.00
3005	Talent Management Strategy Step 4: Sustain and continually improve hiring operations (Team A Portion) Period of Performance: 11/18/17 - 4/7/18 Amount: (b)(4) (Option Line Item) 11/19/2017 Continued				0.00

 CONTINUATION SHEET
 REFERENCE NO. OF DOCUMENT BEING CONTINUED GS-10F-0118S/HSCECR-17-F-00003/P00008
 PAGE 0F 4
 4

NAME OF OFFEROR OR CONTRACTOR

MCKINSEY COMPANY INC WASHINGTON DC

ITEM NO.	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
(A)	(B)	(C)	(D)	(E)	(F)
	Product/Service Code: R799 Product/Service Description: SUPPORT- MANAGEMENT: OTHER				
	Accounting Info: Funded: \$0.00				
	Add Item 3006 as follows:				
8006	Talent Management Strategy Step 4: Sustain and continually improve hiring operations (Team E Portion)				0.
	Period of Performance: 11/18/17 - 4/7/18 Amount: (b)(4) (Option Line Item) 11/19/2017 Product/Service Code: R799 Product/Service Description: SUPPORT- MANAGEMENT: OTHER				
	Accounting Info: Funded: \$0.00				
			$ \ $		
			$ \ $		

From:	(b)(6); (b)(7)(C)
Sent:	11 Jul 2017 18:40:47 -0400
To:	(b)(6); (b)(7)(C)
Cc:	
Subject:	RE: Modification/Supplemental Agreement for HSCECR-17-F-00003
Attachments:	05.03_HSCECR-17-F-00003_P00009 (pe).pdf
	05.03_HSCECR-17-F-00003_P00009 (pe).pdf)
Hi $\binom{(b)(0)}{(b)(7)(C)}$ attached i	s the signature page of the mod for countersignature.
Thanks!	
(b)(6);	
(b)(6): (b)(7)(C)	(b)(c)
(b)(6); (b)(7)(C)	07/10/2017 05:12:11 PM ^{[b)(6);} This modification updates the period cordance with the Milestone Pay
or performance in ac	cordance with the Milestone Pay
(b)(6); (b)(7)(C)	
(-/(-/) (-/(-/(-/	·
Date: 07/10/2017 05:12 PM	
Subject: RE: Modification/S	upplemental Agreement for HSCECR-17-F-00003
(b)(6); (b)(7)(C)	
This modification upda	ites the period of performance in accordance with the Milestone Payment Schedule
you provided. Please s	ign and return when you can.
Let us know if you have	e any questions. Thanks!
- (L)(0), (L)(7)(0)	
From: (b)(6); (b)(7)(C)	
Sent: Friday, July /.	2017 10.22 AM
To: (b)(6): (b)(7)(C)	2017 10:32 AM
	2017 10:32 AM
Cc:	
Cc:	2017 10:32 AM cation/Supplemental Agreement for HSCECR-17-F-00003
Cc:	
Cc: Subject: RE: Modifie	cation/Supplemental Agreement for HSCECR-17-F-00003
Cc: Subject: RE: Modifie	
Cc: Subject: RE: Modified	cation/Supplemental Agreement for HSCECR-17-F-00003 se see attached for the revised milestone schedule.
Cc: Subject: RE: Modified	cation/Supplemental Agreement for HSCECR-17-F-00003
Cc: Subject: RE: Modified (b)(6); (b)(7)(C) pleas (b)(6); (b)(6); (b)(7)(C) pleas (c)(6); (c)(6); (d)(7)(C) pleas	cation/Supplemental Agreement for HSCECR-17-F-00003 se see attached for the revised milestone schedule.
Cc: Subject: RE: Modified (b)(6); (b)(7)(C) pleas (b)(6); (b)(6); (b)(7)(C) pleas (c)(6); (c)(6); (d)(7)(C) pleas	cation/Supplemental Agreement for HSCECR-17-F-00003 se see attached for the revised milestone schedule. ou could push back the 9/29 deliverables to 10/2 if that makes a difference to
Cc: Subject: RE: Modified (b)(6); (b)(7)(C) please (b)(6); (b)(6); (c) please (d) please	cation/Supplemental Agreement for HSCECR-17-F-00003 se see attached for the revised milestone schedule. ou could push back the 9/29 deliverables to 10/2 if that makes a difference to
Cc: Subject: RE: Modified (b)(6); (b)(7)(C) pleas (b)(7)(C) pl	cation/Supplemental Agreement for HSCECR-17-F-00003 se see attached for the revised milestone schedule. ou could push back the 9/29 deliverables to 10/2 if that makes a difference to
Cc: Subject: RE: Modified (b)(6); (b)(7)(C) pleas (b)(6); (b)(7)(C) pleas (c)(6); (d)(6); (e)(6); (e)(cation/Supplemental Agreement for HSCECR-17-F-00003 se see attached for the revised milestone schedule. ou could push back the 9/29 deliverables to 10/2 if that makes a difference to

(See attached file: DHS ICE ERO TCO Talent Extension - Milestone Payment Schedule-*Updated 2017-07-07.docx)*

1	
	(b)(6); (b)(7)(C) McKinsey & Company
	1200 19th Street NW, Suite 1000
	Washington, DC 20036
	Mobile: (b)(6): (b)(7)(C)
	(b)(6); (b)(7)(C)07/06/2017 08:18:59 AMHi(b)(6); Thanks. Yes let's revise the
	milestones as you've described below with expiration dates pus
	(b)(6); (b)(7)(C)
	V-N-N V-N-N
	Date: 07/06/2017 08:18 AM Subject: RE: Modification/Supplemental Agreement for HSCECR-17-F-00003
	- Casis N. C. Modification Capping Inc. (1975)
(b)(f	3):
Hi (b)(7	7)(C)
	ss. Yes let's revise the milestones as you've described below with expiration dates
pushe	d back.
(b)(6);	
	acting Officer Detention, Compliance & Removals
	ICE Office of Acquisition Management (OAQ)
	:: 202-732-(b)(6); Mobile: 202-380-(b)(6);
Email	(b)(6): (b)(7)(C)
F	<u></u>
Sent:	(b)(6): (b)(7)(C) Wednesday, July 05, 2017 11:01 PM
To: (b)	(6); (b)(7)(C)
Cc:	
Subje	ct: RE: Modification/Supplemental Agreement for HSCECR-17-F-00003
/b\/6	7
HI (p)(o	first of all, hope you had a terrific 4th of July holiday!
What v	you heard is only partially true - we have begun work on the task order (as directed), in
	pration with our client teams. However, given the timing of the award (right around the
holiday	y), many folks have been out of the office (e.g., we just met with Tae today on the TCO
	and won't meet with (b)(6): (b)(7)(C) on talent until Friday). We'd like to
	e you get the full value out of our support, so would propose extending the period of
	mance for each contract - at no cost to the government - by ~1 week - which has the effect ting the 'counting' of weeks on July 10.
oi stall	ang the counting of weeks off only to.

Thus the period of performance for each effort would be:

- + TCO Step 5A: June 29 August 18
- + Talent Step 3A: June 29 September 1

Does that work? If so, we can draw up a revised milestone schedule for your review.

Thanks,

(b)(6);

(b)(6); (b)(7)(C)

McKinsey & Company
1200 19th Street NW, Suite 1000

Washington, DC 20036

Mobile: (b)(6); (b)(7)(C)

(b)(6); (b)(7)(C)

---07/05/2017 06:24:33 PM---Hi (b)(6); (b)(7)(C) I heard second hand today that you all were not planning to begin on your extended

(b)(6); (b)(7)(C)

Date: 07/05/2017 06:24 PM

Subject: RE: Modification/Supplemental Agreement for HSCECR-17-F-00003

Hi (b)(6); (b)(7)(C)

I heard second hand today that you all were not planning to begin on your extended services until July 10. Is that the case? If so, I'd like to amend the task order again to reflect the change in start date from June 29 to July 10. Can you all confirm this is the case and does it apply to both TCO and TMS?

(b)(6); (b)(7)(C) Contracting Officer | Detention, Compliance & Removals DHS | ICE | Office of Acquisition Management (OAQ) Office: 202-732-(b)(6); | Mobile: 202-380-(b)(6); Email: (b)(6); (b)(7)(C) From: (b)(6); (b)(7)(C) Sent: Thursday, June 29, 2017 12:53 PM To: (b)(6); (b)(7)(C) Cc: Subject: RE: Modification/Supplemental Agreement for HSCECR-17-F-00003

(See attached file: 05.03_HSCECR-17-F-00003_P00008 (pe).pdf)

Hi (b)(6) here you go. (b)(6); (b)(7)(C) --06/29/2017 12:48:00 PM---Quick update (b)(6); We have the justification signed. So I'm just waiting for the McKinsey signature (b)(6); (b)(7)(C) Date: 06/29/2017 12:48 PM Subject: RE: Modification/Supplemental Agreement for HSCECR-17-F-00003 Quick update (b)(6); We have the justification signed. So I'm just waiting for the McKinsey signature on the modification. Thanks! (b)(6); (b)(7)(C) Contracting Officer | Detention, Compliance & Removals DHS | ICE | Office of Acquisition Management (OAQ) Office: 202-732-(b)(6). | Mobile: 202-380-(b)(6), Email: (b)(6); (b)(7)(C) From: (b)(6); (b)(7)(C) Sent: Thursday, June 29, 2017 11:10 AM To: (b)(6); (b)(7)(C) Cc: Subject: Re: Modification/Supplemental Agreement for HSCECR-17-F-00003 Thanks, (b)(6) Should we wait for LSJ or other approval to commence the work? Or can we begin reaching out to the ICE teams now? Thanks, (b)(6); (b)(6); (b)(7)(C) McKinsey & Company 1200 19th Street NW, Suite 1000 Washington, DC 20036 Mobile: (b)(6); (b)(7)(C)

HSCECR-17-F-00003 covering the extension for TCO and TMS we have

---06/29/2017 09:24:24 AM---(b)(6): Attached is modification 8 to

(b)(6); (b)(7)(C)

(b)(6); (b)(7)(C) Date: 06/29/2017 09:24 AM

Subject: Modification/Supplemental Agreement for HSCECR-17-F-00003



Attached is modification 8 to HSCECR-17-F-00003 covering the extension for TCO and TMS we have been discussing. The modification is bi-lateral so if you all can review and return to me today, we can get it finalized and released. I am awaiting final approval of the Limited Sources Justification but in the meantime, I wanted to keep the ball rolling on the modification itself.

(b)(6);
Contracting Officer Detention, Compliance & Removals
DHS ICE Office of Acquisition Management (OAQ)
Office: 202-732-(b)(6): Mobile: 202-380-(b)(6);
Email: (b)(6); (b)(7)(C)
[attachment "05.03_HSCECR-17-F-00003_P00008.pdf" deleted by (b)(6);
(b)(6); /DCG/NorthAmerica/MCKINSEY]
+======================================
+
This email is confidential and may be privileged. If you have received it
in error, please notify us immediately and then delete it. Please do not
copy it, disclose its contents or use it for any purpose.
+
=======+
+======================================
====== +
This email is confidential and may be privileged. If you have received it
in error, please notify us immediately and then delete it. Please do not
copy it, disclose its contents or use it for any purpose.
+
+
+
======= +
This email is confidential and may be privileged. If you have received it
in error, please notify us immediately and then delete it. Please do not
copy it, disclose its contents or use it for any purpose.

====== +
+=
This email is confidential and may be privileged. If you have received it in error, please notify us immediately and then delete it. Please do not copy it, disclose its contents or use it for any purpose.
======+[attachment "05.03_HSCECR-17-F-00003_P00009.pdf" deleted by (b)(6); /DCG/NorthAmerica/MCKINSEY]
T+ =======+
This email is confidential and may be privileged. If you have received it in error, please notify us immediately and then delete it. Please do not copy it, disclose its contents or use it for any purpose.

AMENDMENT OF SOLICITATION/MODII	FICATION OF CONTRACT		1. CONTRACT ID CODE	PAG	GE OF PAGES
				le soo	1 4
2. AMENDMENT/MODIFICATION NO.	3. EFFECTIVE DATE	4. REC	QUISITION/PURCHASE REQ., NO.	5. PROJE	ECT NO. (If applicable)
P00009 6. ISSUED BY CO	See Block 16C	7. AD	MINISTERED BY (If other than Item 6)	CODE	ICE/DCR
	REMOVALS NFORCEMENT	IMM OFF 801	DETENTION COMPLIANCE IGRATION AND CUSTOMS EN ICE OF ACQUISITION MANDER ISTREET NW (b)(6); HINGTON DC 20536	REMOVAL NFORCEM	LS MENT
B. NAME AND ADDRESS OF CONTRACTOR (No.,	street county State and 7IP Code)	lgA	AMENDMENT OF SOLICITATION NO.		
MCKINSEY COMPANY INC WASH 1200 19TH ST NW SUITE 1100 WASHINGTON DC 200362412		9B X 10 H:	A. MODIFICATION OF CONTRACT/ORDER S-10F-0118S SCECR-17-F-00003 B. DATED (SEE ITEM 13)	NO.	
CODE 8252293180000	FACILITY CODE	1	2/26/2016		
	11. THIS ITEM ONLY APPLIES	TO AMEND	De anticipal de Milabora Previoni Partira de Santo		is not extended.
separate letter or telegram which includes a refer THE PLACE DESIGNATED FOR THE RECEIPT virtue of this amendment you desire to change ar reference to the solicitation and this amendment, 12. ACCOUNTING AND APPROPRIATION DATA (I. See Schedule 13. THIS ITEM ONLY APPLIES 1	OF OFFERS PRIOR TO THE HOUR AN n offer already submitted, such change in and is received prior to the opening hou f required)	ND DATE SPI may be made ur and date sp	ECIFIED MAY RESULT IN REJECTION OF Y by telegram or letter, provided each telegram	OUR OFFER	R If by kes
CHECK ONE A. THIS CHANGE ORDER IS ISSU ORDER NO. IN ITEM 10A.	ED PURSUANT TO: (Specify authority)	THE CHANG	GES SET FORTH IN ITEM 14 ARE MADE IN	THE CONTR	RACT
			MINISTRATIVE CHANGES (such as change 'OF FAR 43,103(b).	s in paying o	ffice,
C. THIS SUPPLEMENTAL AGREE	MENT IS ENTERED INTO PURSUANT	TOAUTHOR	III OF.		
D. OTHER (Specify type of modific	ation and authority)				
X 52.212-4(c)					
E. IMPORTANT: Contractor is no					
T4.DESCRIPTION OF AMENDMENT/MODIFICAT DUNS Number: 825229318 COR: (b)(6):(b)(7)(C) (202) 7 Contracting Officer:(b)(6):(b)(6):(c)	732 - (b)(6): (b)(7)(C) (202) 732-(b)(6); ((b)(7)(C)		sible.)	
The purpose of this modifi 3003 by eight days at no a in accordance with the Mil performance for all CLINs	additional cost to the estone Payment Scheo	he Gove dule da	rnment. These dates of ted July 7, 2017. The	perfo	rmance are
CLIN 2003 - 6/29/17-8/18/ Continued					
Except as provided herein, all terms and conditions 15A, NAME AND TITLE OF SIGNER (Type or print)			eretofore changed, remains unchanged and in NAME AND TITLE OF CONTRACTING OF		
(h)(6) (h)(7)(C) Senior I	Partner	(b)	(6); (b)(7)(C)		
)(6); (b)(7)(C)	7/11/201	ED 16B.	UNITED STATES OF AMERICA		16C, DATE SIGNED
			(Signature of Contracting Officer)	CTANDADO	EOPM 30 (PEV, 40 93)
NSN 7540-01-152-8070 Previous edition unusable				Prescribed b	•

(b)(6); (b)(7)(C) From: Sent: 18 Sep 2017 16:54:05 -0400 (b)(6); (b)(7)(C) To: Cc: **RE: Negotiation Coordination Doc** Subject: Will do, (b)(6); Thanks so much for your thoughts on this. Have a good night! From:(b)(6); (b)(7)(C) Sent: Monday, September 18, 2017 4:48 PM **To:** (b)(6); (b)(7)(C) Cc: Subject: FW: Negotiation Coordination Doc Good afternoon (b)(6); We confirmed with $\P_{\overline{D(6)}, (b)(7)(C)}$ last week that there are not currently any duplicative positions on the contract. Can you please remove the applicable info on slide 7? That is the only update needed for Krome this week. Thanks. (b)(6); (b)(7)(C) From: (b)(6): (b)(7)(C) Sent: Monday, September 18, 2017 12:45 PM **To:** (b)(6); (b)(7)(C) Cc: **Subject:** Negotiation Coordination Doc Hello, teams-Attached you'll find the doc for this week's meeting. Even though we'll be celebrating (b)(6); tomorrow during the weekly meeting, we'd like to make any changes and update action items necessary to circulate the document. That way, we'll keep things up to date for next week. I'm happy to stop by and walk through things with teams this afternoon and tomorrow morning if it's helpful! Just let me know what's best. Thanks, (b)(6); (b)(6); (b)(7)(C) McKinsey & Company 1200 19th Street NW Washington, D.C. 20036

Phone: (202) 790-(b)(6) Email: (b)(6); (b)(7)(C)

4
===+
This email is confidential and may be privileged. If you have received it
in error, please notify us immediately and then delete it. Please do not
copy it, disclose its contents or use it for any purpose.
+
====+
+
===+
This email is confidential and may be privileged. If you have received it
in error, please notify us immediately and then delete it. Please do not
copy it, disclose its contents or use it for any purpose.
topy it, discress its contents of use it for any purpose.

From: (b)(6); (b)(7)(C)

Sent: 14 Feb 2017 16:22:19 -0500

To: (b)(6); (b)(7)(C)

Subject: RE: Please Approve - 192117EROLESA0017 (ERO Transformation 2.0-McKinsey)

This is the Talent Management HSCECR-17-F-0003 (Subject line confusing).

I am waiting for an answer from McKinsey on the POP for original ERO 2.0. Approximatley 288K for next POP.

Thank You

From: (b)(6); (b)(7)(C)

Sent: Tuesday, February 14, 2017 4:18 PM

To:(b)(6); (b)(7)(C)

Subject: RE: Please Approve - 192117EROLESA0017 (ERO Transformation 2.0-McKinsey)

For which of our McKinsey contracts?

(b)(6);

Contracting Officer | Detention, Compliance & Removals DHS | ICE | Office of Acquisition Management (OAQ)

Office: 202-732-(b)(6); | Mobile: 202-380-(b)(6);

Email: (b)(6): (b)(7)(C)

From: (b)(6); (b)(7)(C)

Sent: Tuesday, February 14, 2017 4:17 PM

To: (b)(6); (b)(7)(C)

Subject: FW: Please Approve - 192117EROLESA0017 (ERO Transformation 2.0-McKinsey)

(b)(6);

FYI ERO approved funding for McKinsey is on its way to requisition review. I will inform McKinsey that funds are in route.

Thank You

(b)(6);

From: (b)(6); (b)(7)(C)

Sent: Tuesday, February 14, 2017 4:07 PM

To: (b)(6); (b)(7)(C)

Subject: FW: Please Approve - 192117EROLESA0017 (ERO Transformation 2.0-McKinsey)

FYI

From: (b)(6), (b)(7)(C) on behalf of MSD-FMU **Sent:** Tuesday, February 14, 2017 4:05:28 PM

To: ICE Requisition Processing DC; ICECFORequisitionReview

Cc: (b)(6); (b)(7)(C)

(b)(6); (b)(7)(C)

Subject: RE: Please Approve - 192117EROLESA0017 (ERO Transformation 2.0-McKinsey)

Please approve the subject G514. The information for BWS is below.

- 1. Contract and Task Order Number: GS-10F-0118S/HSCECR-17-F-0003
- **2. Period of performance:** 1/3/2017 to 10/09/17
- 3. Period funded by the requisition: 1/3/17 to 03/28/17
- 4. Description of the procurement: ERO 2.0 Task 3 Transformation Step 1a and refine the task
- 2; Total Cost of Ownership-Procurement Strategy Step 1; Talent Mgt Strategy Step 1
- 5. Justification of the procurement: Incremental Funding
- 6. Product Service Code (PSC): R799

(b)(6); (b)(7)(C) From: Sent: 14 Jun 2017 11:18:52 -0400 To: (b)(6); (b)(7)(C) Cc: Weinberg, Bill RE: Request for approval: Exercise Option for McKinsey Order HSCECR-Subject: 17-F-00003 Yes! Thanks Chief of Staff (A) Office of Acquisition Management (OAQ) U.S. Immigration and Customs Enforcement Desk Phone: 202-732 (b)(6); Cell Phone: 202-906-(C) Email: (b)(6), (b)(7)(C) From: (b)(6): (b)(7)(C) Date: Wednesday, Jun 14, 2017, 11:18 AM To: (b)(6): (b)(7)(C) Cc: Weinberg, Bill < (b)(6), (b)(7)(C) Subject: RE: Request for approval: Exercise Option for McKinsey Order HSCECR-17-F-00003 This means green light to distribute right? (b)(6);Contracting Officer | Detention, Compliance & Removals DHS | ICE | Office of Acquisition Management (OAQ) Office: 202-732-(b)(6); | Mobile: 202-380-(b)(6); Email: (b)(6); (b)(7)(C) From: (b)(6): (b)(7)(C) Sent: Wednesday, June 14, 2017 11:13 AM To: (b)(6): (b)(7)(C) **Cc:** Weinberg, Bill; (b)(6); (b)(7)(C) Subject: RE: Request for approval: Exercise Option for McKinsey Order HSCECR-17-F-00003 (b)(6); This one is approved to obligate! Thanks Chief of Staff (A)

Office of Acquisition Management (OAQ) U.S. Immigration and Customs Enforcement

Desk Phone: 202-732(b)(6); Cell Phone: 202-906-(c)

Email: (b)(6); (b)(7)(C)

From: (b)(6); (b)(7)(C)

Date: Wednesday, Jun 14, 2017, 9:19 AM **To:** (b)(6): (b)(7)(C)

Cc: Weinberg, Bill < (b)(6); (b)(7)(C)

Subject: Request for approval: Exercise Option for McKinsey Order HSCECR-17-F-00003

Good morning,

ERO needs to exercise and partially fund the next option period on the **ERO Transformation 2.0** order, HSCECR-17-F-00003. The option period, CLIN 1003, will allow the team to build and implement capabilities in four separate AORs (El Paso, Houston, San Diego, and Dallas) and extend the period of performance to 8/14/17.

The current option period will expire on 6/20/17, so please let us know if we can offer any other information to get this approved as soon as possible. Thanks!

Requisition: 192117EROLESA0033 Order: HSCECR-17-F-00003, CLIN 1003

Amount Obligated: (b)(4)

Current period of performance: 1/3/17 – 6/20/17

Period of performance with all options: 1/3/17 - 10/9/17

(b)(6); (b)(7)(C)

Contract Specialist
Detention, Compliance, and Removal
DHS/ICE/OAQ
202-732-(b)(6);

From:	(b)(6); (b)(7)(C)
Sent:	11 Aug 2017 16:56:21 -0400
To:	Valerio, Tracey A; (b)(6): (b)(7)(C) Roncone, Stephen; #MASTAFF
Cc:	Weinberg, Bill;(b)(6): (b)(7)(C)
(b)(6); (b)(7)(C)	
Subject:	RE: Request for Approval: McKinsey order HSCECR-17-F-00003
Roger that!	
-	
Email: (b)(6); (b)(7)(C)	
From: Valerio, Tracey	
Date: Friday, Aug 11,	2017, 4:55 PM
To: (b)(6); (b)(7)(C)	ANA CTARE JUVO ANTVO
Roncone, Stephen (b)(6	
Cc: Weinberg, Bill (b) (b) (b) (c) (c)	((0), (b)(1)(C)
(6)(6), (6)(7)(6)	
Subject: RE: Request	for Approval: McKinsey order HSCECR-17-F-00003
Please hold this one.	••
From: (b)(6); (b)(7)(C) Sent: Friday, August : To: Valerio, Tracey A; Cc: Weinberg, Bill; (b)	(b)(6); (b)(7)(C) Roncone, Stephen; #MASTAFF
(b)(6):	
Subject: FW: Request Importance: High	t for Approval: McKinsey order HSCECR-17-F-00003
Good Afternoon –	
	proval of this one-off REQ for optional work under the McKinsey order for otal cost of ownership efforts.
	may obligate funds in the amount of <u>(b)(4)</u> Part of the project ugust 14 th without additional funding.
V/r	
(b)(6); (b)(7)(C)	

Chief of Staff (A) Office of Acquisition Management (OAQ) U.S. Immigration and Customs Enforcement Desk Phone: 202-732(b)(6); Cell Phone: 202-906-(b)(7)(C Email: (b)(6); (b)(7)(C) From: (b)(6)· (b)(7)(C) Sent: Friday, August 11, 2017 12:33 PM **To:** (b)(6); (b)(7)(C) Cc: Subject: Request for Approval: McKinsey order HSCECR-17-F-00003 (b)(6): Requesting approval to obligate (b)(4) to exercise CLINs on the McKinsey order, HSCECR-17-F-00003. Unfortunately this is an urgent request; one of the CLINs expire on Monday. DCR Exercise CLINs 1004 and 2004 ■ FY 2017 Funded Amount (b)(4) ■ Total Contract Amount: ■ With these options exercised, the new POP will be: 1/3/17 – 10/27/17 ■ (b)(6); (b)(7)(C)

- Can the POP be reduced in order to obligate less funds in FY17? (Yes or No). If no, provide an explanation in Column I. If yes, say what the new PoP will be in Column J. If yes, say what the total dollar amount of funds not being obligated will be.
 - o No, these CLINs are already being incrementally funded to limit FY17 funds.

(b)(6); (b)(7)(C)

Contract Specialist
Detention, Compliance, and Removal
DHS/ICE/OAQ
202-732 (b)(6);

From: Weinberg, Bill

Sent: 31 Aug 2017 11:27:33 -0400

To: (b)(6); (b)(7)(C)

Cc:

Subject: RE: Requested McKinsey Info

Thank you!

Bill Weinberg Chief Acquisition Officer US Immigration and Customs Enforcement

Sent with BlackBerry Work (www.blackberry.com)

From: (b)(6); (b)(7)(C)

Date: Thursday, Aug 31, 2017, 11:26 AM

To: Weinberg, Bill \triangleleft (b)(6), (b)(7)(C)

(b)(6); (b)(7)(C)

Subject: RE: Requested McKinsey Info

Bill,

The current funding for CLIN 1004 is funded to cover services up to **9/11/17** and the current funding for CLIN 2004 is funded to cover services up to **9/29/17**. We've been funding the CLINS based a Milestone Payment Schedule (attached) which lays out exactly how much funding is required and what we are specifically paying for.

From: Weinberg, Bill

Sent: Thursday, August 31, 2017 10:49 AM

To: (b)(6); (b)(7)(C)

Cc:

Subject: RE: Requested McKinsey Info

Last question – given your responses for CLINs 1004 and 2004, what period of time does the provided funding cover, assuming it is shorter than the planned end in October?

Bill Weinberg

Chief Acquisition Officer

US Immigration and Customs Enforcement

From: (b)(6); (b)(7)(C)

Sent: Thursday, August 31, 2017 10:36 AM

To: Weinberg, Bill; (b)(6): (b)(7)(C)

Cc: (b)(6): (b)(7)(C)

Subject: RE: Requested McKinsey Info

No problem, here you go:

For HSCECR-16-F-00004, we're halfway through Option Period I with two more 1-year Option Periods remaining, so there is plenty of time left on this order. The exact info for this task order:

_	Period of Performance	Funds Received	Amount Remaining to be
			<u>Funded</u>
Base	3/21/16 - 3/20/17	(b)(4)	
OP I	3/21/17 - 3/20/18		
OP II	3/21/18 - 3/20/19		
OP III	3/21/19 - 3/20/20		
	Total		

For ERO 2.0 (HSCECR-17-F-00003):

The answer to your question for CLIN 1004 is no. CLIN 1004 expires on 10/9/17, and is the final CLIN for "Task 3" work. Fully funded, CLIN 1004 is set at (b)(4) As of right now, we've received (h)(4) (~50%).

The answer to your question for CLIN 2004 is no as well. CLIN 2004 expires on 10/27/17, however they have the option of exercising CLIN 2005 which would extend the TCO Procurement Strategy work out to 2/23/18. Fully funded, CLIN 2004 is set at (b)(4) As of right now, we've received $\frac{1}{2004}$ (~40%).

From: Weinberg, Bill

Sent: Thursday, August 31, 2017 9:32 AM **To:** (b)(6); (b)(7)(C)

Cc: Subject: RE: Requested McKinsey Info

Can I get the same information for the previous task order, please? If the ERO 2.0 base task is to continue, what options exist to be funded?

For CLIN 1004, if more funding were provided, would the POP extend beyond 10/9/17? For CLIN 2004, if more funding were provided, would the POP extend beyond 10/27/17?

Thanks!!

Bill Weinberg Chief Acquisition Officer US Immigration and Customs Enforcement

From: (b)(6): (b)(7)(C)

Sent: Thursday, August 31, 2017 9:13 AM

To: Weinberg, Bill; (b)(6); (b)(7)(C)

Cc: (b)(6); (b)(7)(C)

Subject: Requested McKinsey Info

Good morning,

Please find the requested info attached for the McKinsey contract. Please let us know if you need anything else.

Thanks,			
(b)(6); (b)(7)(C)			
Detention, Complia	ance, & Removals	Division Section	Chief
DHS ICE Office			
Office Phone # (20)2) 732-(b)(6); Mol	bile Phone # (202)	365-(b)(6);
Email: (b)(6); (b)(7)(C)]	

From: (b)(6): (b)(7)(C)

Sent: 14 Jun 2017 09:19:34 -0400

To: (b)(6): (b)(7)(C)

Cc: Weinberg, Bill; (h)(6) (h)(7)(C)

Subject: Request for approval: Exercise Option for McKinsey Order HSCECR-17-F-00003

Attachments: 05.03_HSCECR-17-F-00003_P00007.pdf,

05.04_P00007_192117EROLESA0033.pdf

Good morning,

ERO needs to exercise and partially fund the next option period on the **ERO Transformation 2.0 order, HSCECR-17-F-00003**. The option period, CLIN 1003, will allow the team to build and implement capabilities in four separate AORs (El Paso, Houston, San Diego, and Dallas) and extend the period of performance to 8/14/17.

The current option period will expire on 6/20/17, so please let us know if we can offer any other information to get this approved as soon as possible. Thanks!

Requisition: 192117EROLESA0033 Order: HSCECR-17-F-00003, CLIN 1003 Amount Obligated: \$787,886.00

Current period of performance: 1/3/17 – 6/20/17

Period of performance with all options: 1/3/17 – 10/9/17

(b)(6); (b)(7)(C)

Contract Specialist
Detention, Compliance, and Removal
DHS/ICE/OAQ
202-732-(0)(6);

AMENDMENT OF SOLICITATION/MODIFICA	ATION OF CONTRACT		1. CONTRACT ID CODE	PAGE C	P PAGES		
	THOR OF CONTRACT			1	2		
2. AMENDMENT/MODIFICATION NO.	3. EFFECTIVE DATE		UISITION/PURCHASE REQ. NO.	5. PROJECT N	O. (If applicable)		
00007 See Block 16C 192117EROLESA0033							
6. ISSUED BY CODE	ICE/DCR	7. ADI	MINISTERED BY (If other than Item 6)	CODE ICE	/DCR		
ICEDETENTION COMPLIANCE REM IMMIGRATION AND CUSTOMS ENFO OFFICE OF ACQUISITION MANAGE 801 I STREET NW (b)(6); (b)(7)(C) WASHINGTON DC 20536		IMM OFF: 801	DETENTION COMPLIANCE RIGRATION AND CUSTOMS EN ICE OF ACQUISITION MANA I STREET NW (b)(6); (b)(7)(C) HINGTON DC 20536				
8. NAME AND ADDRESS OF CONTRACTOR (No., street,	, county, State and ZIP Code)	(x) 9A.	AMENDMENT OF SOLICITATION NO.				
MCKINSEY COMPANY INC WASHING 1200 19TH ST NW SUITE 1100 WASHINGTON DC 200362412	STON DC	9B. X 10/ X GS	DATED (SEE ITEM 11) A. MODIFICATION OF CONTRACT/ORDER NO 10F-0118S GCECR-17-F-00003 B. DATED (SEE ITEM 13)	NO.			
CODE 8252293180000	FACILITY CODE	—I I	2/26/2016				
0232233180000	11. THIS ITEM ONLY APPLIES TO						
separate letter or telegram which includes a reference THE PLACE DESIGNATED FOR THE RECEIPT OF C virtue of this amendment you desire to change an offe	to the solicitation and amendment num DFFERS PRIOR TO THE HOUR AND I r already submitted , such change may	mbers. FA DATE SPE y be made	CIFIED MAY RESULT IN REJECTION OF YOU	D BE RECEIVED A	AT .		
reference to the solicitation and this amendment, and 12. ACCOUNTING AND APPROPRIATION DATA (If requ	don all)(4)	1		
See Schedule	Ne	ec inc	rease.	7, -7	J'		
ORDER NO. IN ITEM 10A.	CT/ORDER IS MODIFIED TO REFLEC I IN ITEM 14, PURSUANT TO THE AU	T THE ADI	SES SET FORTH IN ITEM 14 ARE MADE IN 1 MINISTRATIVE CHANGES (such as changes OF FAR 43.103(b). TY OF:				
D. OTHER (Specify type of modification	and authority)						
X 52.217-9							
E. IMPORTANT: Contractor X is not,	is required to sign this document a	and return	copies to the issuin	ng office.			
14. DESCRIPTION OF AMENDMENT/MODIFICATION (DUNS Number: 825229318 COR: (b)(6); (b)(7)(C) (202) 732: Contracting Officer: (b)(6); (b)(7)(C) Contract Specialist: (b)(6): (b)(7)(C)	-(b)(6): (b)(7)(C) C) (202) 732-(b)(6): (b)(7	7)(C)		ible.)			
The purpose of this modification to CLIN 1003 and	_		_				
All other terms and condition Exempt Action: N Sensitive Ar Discount Terms: Continued	ward: NONE		retofore changed romains usabassed and in	full force and effe-	4		
15A. NAME AND TITLE OF SIGNER (Type or print)	a dodument referenced in item 9 A or	_	0A, as heretofore changed, remains unchanged and in full force and effect. 16A. NAME AND TITLE OF CONTRACTING OFFICER (Type or print)				
): (b)(7)(C)	, pin	,		
15B. CONTRACTOR/OFFEROR	15C. DATE SIGNED		INITED STATES OF AMERICA); (b)(7)(C)	1	6C. DATE SIGNED		
(Signature of person authorized to sign)		-	(Signature of Contracting Officer)	———			
NSN 7540-01-152-8070				TANDARD FORM	30 (REV 10-83)		

NSN 7540-01-152-8070 Previous edition unusable STANDARD FORM 30 (REV. 10-83) Prescribed by GSA FAR (48 CFR) 53.243
 CONTINUATION SHEET
 REFERENCE NO. OF DOCUMENT BEING CONTINUED
 PAGE
 OF

 GS-10F-0118S/HSCECR-17-F-00003/P00007
 2
 2

NAME OF OFFEROR OR CONTRACTOR

MCKINSEY COMPANY INC WASHINGTON DC

ITEM NO.	SUPPLIES/SERVICES	QUANTITY	ı	UNIT PRICE	AMOUNT
(A)	(B)	(C)	(D)	(E)	(F)
	Net 30				
	Accounting Info: (b)(7)(E)				
	FOB: Destination				
	Period of Performance: 01/03/2017 to 10/09/2017		ĺ		
			ĺ		
	Change Item 1003 to read as follows (amount shown				
	is the obligated amount):				
1003	Transformation Task 3				787 , 886.
1005	Step 2a: Support wave implementation and build				707,000.
	capabilities in 4 Wave 1 sites				
	Fully Funded Obligation Amount: \$1,575,774.00				
	Incrementally Funded Amount: (b)(4)				
	Product/Service Code: R799				
	Product/Service Description: SUPPORT- MANAGEMENT:				
	OTHER				
			l		
		1	I		

REQUISITION — MATERIALS-SUPPLIES-EQUIPMENT

SEE INSTRUCTIONS ON REVERSE

1. NUM BER 192117EROLESA0033

2. DATE 08-JUN-2017

-- REQUISITIONER

3. ACTIVITY SYMBOL

See Attachment A

4. TO: NAME AND ADDRESS -- PROCUREMENT SECTION (OR STOREROOM) ICE/DETENTION COMPLIANCE & REMOVALS
IMMIGRATION AND CUSTOMES ENFORCEMENT OFFICE OF ACQUISIONTION MANAGEMENT 801 I STREET, NW[/h]/6}: WASHINGTON, DC 20536

5. FROM: NAME AND ADDRESS ICE-ERO-FHQ-LESA

(b)(6); (b)(7)(C)

WASHINGTON, DC 20536

US

	OCK NUMBER		DESCRIPTION OF ARTICLE (MAKE, MODEL, TYPE, SIZE, COLOR, MFGR., ETC) QUANTITY UNIT COST UNIT PRICE AMO			COST					
		(MAKE, MODEL, TYPE, SIZE, COLOR, MFGR., ETC)							UNIT PRICE	AMOUNT	ACTI COD
	6			7			8	9	10	11	12
100	3		IG INCREMENTAL FUNDING TO TRANSFORMATION TASK 3- STEP 2A: SUPPORT IMPLEMENTATION AND BUILD CAPABILITIES IN 4 WAVE 1 SITES					EA	(b)(4)	787,886	00
Re	POP: 1/03/2017 T	TO 10/09/2017. IN /endor: 562 DMPANY, INC. WA IW DC 20036-2412	1CREMEN 2405213		F-00003. ERO 2.0 FOR POP 6/20/17	' – 8/14/17. TAS					
Re	COMMENDED & COMMEN	TO 10/09/2017. IN /endor: 562 DMPANY, INC. WA IW DC 20036-2412 DVING OFFICIAL 7)(C)	CREMEN 2405213 ASHI	Date 3-JUN-2017	FOR POP 6/20/17 14. TITLE OF APPROMO	OVING OFFICIAL	K 3 2A. R7				
Re	COMMENDE V COMMENDE V	TO 10/09/2017. IN /endor: 562 DMPANY, INC. WA IW DC 20036-2412 DVING OFFICIAL 7)(C)	2405213 ASHI	TAL FUNDING	14. TITLE OF APPROM C	OVING OFFICIAL	K 3 2A. R7		15. TOTAL	787,886	00
Re	commended V MCKINSEY & CC 1200 19TH ST N (b)(6); WASHINGTON, I Phone: (b)(6); IGNATURE OF APPRO	TO 10/09/2017. IN /endor: 562 DMPANY, INC. WA IW DC 20036-2412 DVING OFFICIAL 7)(C)	2405213 ASHI 1	Date 3-JUN-2017 Date 2-JUN-2017	14. TITLE OF APPROM C	OVING OFFICIAL GMT & PROG A	NAL	99			00
Re 3. S	commended V MCKINSEY & CC 1200 19TH ST N (b)(6); WASHINGTON, I Phone: (b)(6); IGNATURE OF APPRO	TO 10/09/2017. IN Vendor: 562 DMPANY, INC. WA IW DC 20036-2412 DVING OFFICIAL T)(C) G OFFICIAL	2405213 ASHI 1	Date 3-JUN-2017 Date 2-JUN-2017	14. TITLE OF APPROM C	OVING OFFICIAL GMT & PROG A	NAL PROCURE	99	TOTAL		00
3. S	COMMENDED A DDITIONAL FUNPOP: 1/03/2017 TO COMMENDED A COLOR 1200 19TH ST N (b)(6); WASHINGTON, I Phone: (b)(6); IGNATURE OF APPROCE (b)(6); (b)(6); GNATURE OF FUNDIN (b)(6):	TO 10/09/2017. IN Vendor: 562 DMPANY, INC. WA IW DC 20036-2412 DVING OFFICIAL T)(C) G OFFICIAL	2405213 ASHI 1	Date 3-JUN-2017 Date 2-JUN-2017	14. TITLE OF APPROM CONTINUES OF THE CONTINUES OF T	OVING OFFICIAL GMT & PROG A NG OFFICIAL GMT & PROG A	NAL PROCURE	99	TOTAL	OOM)	

United States Department Of Homeland Security Immigration And Customs Enforcement FORM G-514 (REV. 8-1-5

INSTRUCTIONS

Use

Use Form G-514 - continued on Form G-514.1 -- To requisition materials, supplies, and equipment through the Procurement section of the Regional (or Central) Office; or from a Service-operated Storeroom.

Copies - Distribution

Prepared by requistioner in an original and two copies, sending original (white) and Copy 1 (pink) to: Procurement Section (or Storeroom), and retaining Copy 2 (green). Procurement Section (or Storeroom) shall, as a rule, pack Copy 1 with shipment, or return it to requisitioner with appropriate advice.

Entries

By requisitioner:

- Number consecutively, beginning with number one each fiscal year, and prefix with alphabetic location symbol and last two digits of fiscal year (e.g., MIA-58-1, MIA-58-2, MIA-58-3, etc., MIA-59-1, MIA-59-2, MIA-59-3, etc.). Number continuation sheets with numerical suffix(e.g., MIA-58-1.1, MIA-58-1.2, MIA-58-1.3, etc.).
- 2. Enter date of preparation.
- 3. Enter numerical symbol of activity which will benefit from use of articles.
- 4. Enter name and address of Procurement section (or Storeroom)(e.g., Procurement Section, Immigration and Naturalization Service, Richmond, VA).
- 5. Enter <u>full</u> name, title, and <u>address</u> so that shipping label may be prepared without reference to address directory. If consignee is other than requisitioner, enter shipping instructions under Entry 7.
- 6. Enter form numbers; stock number shown in "Stores Stock Catalog" and "Federal Supply Schedules."
- 7. Enter full description of article; attach sketches, plans, samples, etc. If consignee is other than requisitioner, enter shipping instructions.
- 8. Enter issue unit quantity.
- 9. Enter unit of issue (e.g., each, doz., C, gross, ream, M; lb., cwt, ton: bag, ball, bbl., bot., box, can, pkg., roll, tube; pt., qt., gal., etc.)
- 13. Signature of approving official.
- 14. Enter title of approving official.
- 24. Signature of funding official.
- 25. Enter title of funding official.

By Procurement Section (or Storeroom):

- 10. Enter unit price.
- 11. Enter product of Entries 8 and 10.
- 12. Enter symbol of action taken. See Entry 16.
- 15. Enter total of amounts under Entry 11.
- 17. Enter date requisition received.
- 18. Signature of approving officer.
- 19. Enter, if issued, date and number of purchase order.

By consignee:

- 20. Enter address city and state.
- 21. Enter date shipment received.
- 22. Signature of employee authorized to accept delivery.
- 23. Enter title of receiving employee.

Form **G-514**

REQUISITION - MATERIALS-SUPPLIES-EQUIPMENT Activity Symbols ATTACHMENT A

REQUISITION NUMBER: 192117EROLESA0033

 PROJECT TASK FUND PROGRAM
 ORGANIZATION
 OBJECT UDF
 AMOUNT

 NONE000
 TFM E1 (b)(7)(E)
 GE-25-76-00 000000
 \$787,886.00

APPROPRIATION SYMBOL CROSSWALK:

FUND	FY	TAS	TITLE	AMOUNT
E1	2017	7070540		787,886.00

From: (b)(6); (b)(7)(C)

Sent: 11 Aug 2017 12:33:06 -0400

To: (b)(6); (b)(7)(C)

Cc:

Subject: Request for Approval: McKinsey order HSCECR-17-F-00003

Attachments: 192117EROLESA0054.pdf

(b)(6); Requesting approval to obligate (h)(1). Requesting approval to obligate (h)(1)

- DCR
- Exercise CLINs 1004 and 2004
- FY 2017 Funded Amount: (b)(4)
- Total Contract Amount: \$23,051,024.74
- With these options exercised, the new POP will be: 1/3/17 10/27/17
- (b)(6); (b)(7)(C)
- Can the POP be reduced in order to obligate less funds in FY17? (Yes or No). If no, provide an explanation in Column I. If yes, say what the new PoP will be in Column J. If yes, say what the total dollar amount of funds not being obligated will be.
 - No, these CLINs are already being incrementally funded to limit FY17 funds.

(b)(6); (b)(7)(C)

Contract Specialist
Detention, Compliance, and Removal
DHS/ICE/OAQ
202-732-(b)(6);

REQUISITION — MATERIALS-SUPPLIES-EQUIPMENT

SEE INSTRUCTIONS ON REVERSE

1. NUMBER 192117EROLESA0054

2. DATE 09-AUG-2017

3. ACTIVITY SYMBOL See Attachment A

4. TO: NAME AND ADDRESS -- PROCUREMENT SECTION (OR STOREROOM) ICE/DETENTION COMPLIANCE & REMOVALS IMMIGRATION AND CUSTOMES ENFORCEMENT

OFFICE OF ACQUISIONTION MANAGEMENT 801 I STREET, NW \$\frac{4}{1}\frac{1}{1}\cdot \text{S}}\$ WASHINGTON, DC 20536

5. FROM: NAME AND ADDRESS ICE-ERO-FHQ-LESA

-- REQUISITIONER

(b)(6); (b)(7)(C)

202-732(b)(6 500 12TH ST SW MAIL STOP 5206 WASHINGTON, DC 20536

US

STOCK NUMBER	DESCRIPTION OF ARTICLE				/ UNIT	COST			
	(N	IAKE, MODEL, TYPE, SIZE,			UNIT PRICE	AMOUNT	ACT COI		
6		7		8	9	10	11	12	
1004		VEIMPLEMENTATION AND	TASK 3- STEP 2B: PROGRESS BUILD CAPABILITIES IN ADDITIONAL 1	1	EA	(b)(4) 656,724 00			
2004			NERSHIP STEP 5B PROGRESS UPDATE: AND IMPLEMENT NEW PROCUREMENT	1	EA		704,435	'4	
Recommended MCKINSEY & C 1200 19TH ST I	FUNDING FOR POP 9, ST OF OWNERSHIP 1 Vendor: 56240 OMPANY, INC. WASH	/21/17-10/9/17. ERO 2 FASK 5B. R799 5213	-F-00003. POP: 1/03/2017 TO 1 2.0 TALENT MANGEMENT STRA		(3 2B				
INCREMENTAL INCREMENTAL F AND TOTAL CO Recommended MCKINSEY & C 1200 19TH ST I SUITE 1100 WASHINGTON,	UNDING FOR POP 9. ST OF OWNERSHIP 1 Vendor: 56240 OMPANY, INC. WASH NW DC 20036-2412	/21/17-10/9/17. ERO 2 FASK 5B. R799 5213 HI		TEGYTASK	(32B				
INCREMENTAL INCREMENTAL FAND TOTAL CO Recommended MCKINSEY & C 1200 19TH ST I SUITE 1100 WASHINGTON, Phone:(b)(6); 3. SIGNATURE OF APPR	Vendor: 56240 OMPANY, INC. WASH NW DC 20036-2412 DOI/10(C)	/21/17-10/9/17. ERO 2 TASK 5B. R799 5213 HI Date 10-AUG-2017	2.0 TALENT MANGEMENT STRA	TEGYTASK	(32B	15.			
INCREMENTAL INCREMENTAL FAND TOTAL CO Recommended MCKINSEY & Co 1200 19TH ST I SUITE 1100 WASHINGTON, Phone: ((b)(6); (b)(6); (b)(6); (c) SIGNATURE OF FUNDION CONTROL (c) (c) (d) (d) (d) (d) (d) (d) (d) (d) (d) (d	Vendor: 56240 OMPANY, INC. WASH NW DC 20036-2412 DOI/10(C)	/21/17-10/9/17. ERO 2 TASK 5B. R799 5213 HI Date 10-AUG-2017	2.0 TALENT MANGEMENT STRA 14. TITLE OF APPROVING OFFICIAL MGMT & PROG A	ANAL	(32B	15. TOTAL	1,361,159 7	4	
INCREMENTAL INCREMENTAL FAND TOTAL CO Recommended MCKINSEY & Co 1200 19TH ST I SUITE 1100 WASHINGTON, Phone: ((b)(6); (b)(6); (b)(6); (c) SIGNATURE OF FUNDION CONTRACTOR (b)(6); (c) SIGNATURE OF FUNDION CONTRACTOR (c)	Vendor: 56240 OMPANY, INC. WASH NW DC 20036-2412 DOVING OFFICIAL DO(7)(C) NG OFFICIAL DO(7)(C)	/21/17-10/9/17. ERO 2 FASK 5B. R799 5213 HI Date 10-AUG-2017	2.0 TALENT MANGEMENT STRA 14. TITLE OF APPROVING OFFICIAL MGMT & PROG A 25. TITLE OF FUNDING OFFICIAL	ANAL		TOTAL		4	
INCREMENTAL INCREMENTAL FAND TOTAL CO Recommended MCKINSEY & Control 1200 19TH ST Incomplete SUITE 1100 WASHINGTON, Phone: ((b)(6); (b)(6); (b)(6); (c)(b)(6); (d)(6); (d)(6)	Vendor: 56240 OMPANY, INC. WASH NW DC 20036-2412 OVING OFFICIAL O)(7)(C) 16. KEY TO AC	/21/17-10/9/17. ERO 2 TASK 5B. R799 5213 HI Date 10-AUG-2017 Date 10-AUG-2017	14. TITLE OF APPROVING OFFICIAL MGMT & PROG A 25. TITLE OF FUNDING OFFICIAL MGMT & PROG A	ANAL PROCURI		TOTAL ION (OR STOREROO	OM)	4	
INCREMENTAL INCREMENTAL INCREMENTAL FAND TOTAL CO Recommended MCKINSEY & CO 1200 19TH ST I SUITE 1100 WASHINGTON, Phone: (b)(6); B. SIGNATURE OF APPRE (b)(6); (b) S. SIGNATURE OF FUNDING (b)(6); (b) S. SIGNATURE OF FUNDING (b)(6); (b) S. SUBSTITUTE ITEM	Vendor: 56240 OMPANY, INC. WASH NW DC 20036-2412 OVING OFFICIAL O)(7)(C) 16. KEY TO AC	/21/17-10/9/17. ERO 2 /ASK 5B. R799 	2.0 TALENT MANGEMENT STRA 14. TITLE OF APPROVING OFFICIAL MGMT & PROG A 25. TITLE OF FUNDING OFFICIAL MGMT & PROG A DCKED 17. DATE REC	ANAL PROCURI		TOTAL ION (OR STOREROO 19. PURCH	OM) ASE ORDER	11	
INCREMENTAL INCREMENTAL FAND TOTAL CO Recommended MCKINSEY & Control 1200 19TH ST Incomplete Suffer 1100 WASHINGTON, Phone: ((b)(6); (b)(6); (b)(6); (c)(b)(6); (d)(6); (d)(6	Vendor: 56240 OMPANY, INC. WASH NW DC 20036-2412 OVING OFFICIAL O)(7)(C) 16. KEY TO AG	/21/17-10/9/17. ERO 2 TASK 5B. R799 5213 HI Date 10-AUG-2017 Date 10-AUG-2017	2.0 TALENT MANGEMENT STRA 14. TITLE OF APPROVING OFFICIAL MGMT & PROG A 25. TITLE OF FUNDING OFFICIAL MGMT & PROG A DCKED 17. DATE REC	ANAL PROCURI		TOTAL ION (OR STOREROO	OM)		

United States Department Of Homeland Security **Immigration And Customs Enforcement** FORM G-514 (REV. 8-1-5

20. LOCATION

I CERTIFY THAT THE ABOVE ARTICLES -- COLUMNS 3, 9 AND 12 - HAVE BEEN RECEIVED.

21. DATE

23. TITLE

22. SIGNATURE

INSTRUCTIONS

Use

Use Form G-514 - continued on Form G-514.1 -- To requisition materials, supplies, and equipment through the Procurement section of the Regional (or Central) Office; or from a Service-operated Storeroom.

Copies - Distribution

Prepared by requistioner in an original and two copies, sending original (white) and Copy 1 (pink) to: Procurement Section (or Storeroom), and retaining Copy 2 (green). Procurement Section (or Storeroom) shall, as a rule, pack Copy 1 with shipment, or return it to requisitioner with appropriate advice.

Entries

By requisitioner:

- Number consecutively, beginning with number one each fiscal year, and prefix with alphabetic location symbol and last two digits of fiscal year (e.g., MIA-58-1, MIA-58-2, MIA-58-3, etc., MIA-59-1, MIA-59-2, MIA-59-3, etc.). Number continuation sheets with numerical suffix (e.g., MIA-58-1.1, MIA-58-1.2, MIA-58-1.3, etc.).
- 2. Enter date of preparation.
- 3. Enter numerical symbol of activity which will benefit from use of articles.
- 4. Enter name and address of Procurement section (or Storeroom)(e.g., Procurement Section, Immigration and Naturalization Service, Richmond, VA).
- 5. Enter <u>full</u> name, title, and <u>address</u> so that shipping label may be prepared without reference to address directory. If consignee is other than requisitioner, enter shipping instructions under Entry 7.
- 6. Enter form numbers; stock number show n in "Stores Stock Catalog" and "Federal Supply Schedules."
- 7. Enter full description of article; attach sketches, plans, samples, etc. If consignee is other than requisitioner, enter shipping instructions.
- 8. Enter issue unit quantity.
- 9. Enter unit of issue (e.g., each, doz., C, gross, ream, M; lb., cwt, ton: bag, ball, bbl., bot., box, can, pkg., roll, tube; pt., qt., gal., etc.)
- 13. Signature of approving official.
- 14. Enter title of approving official.
- 24. Signature of funding official.
- 25. Enter title of funding official.

By Procurement Section (or Storeroom):

- 10. Enter unit price.
- 11. Enter product of Entries 8 and 10.
- 12. Enter symbol of action taken. See Entry 16.
- 15. Enter total of amounts under Entry 11.
- 17. Enter date requisition received.
- 18. Signature of approving officer.
- 19. Enter, if issued, date and number of purchase order.

By consignee:

- 20. Enter address city and state.
- 21. Enter date shipment received.
- 22. Signature of employee authorized to accept delivery.
- 23. Enter title of receiving employee.

Form **G-514**

REQUISITION - MATERIALS-SUPPLIES-EQUIPMENT Activity Symbols ATTACHMENT A

REQUISITION NUMBER: 192117EROLESA0054

PROJECT	TASK	FUND	PROGRAM	ORGANIZATION	OBJECT	UDF	AMOUNT
NONE000	TFM	E1	(b)(7)(E)		GE-25-76-00	000000	\$656,724.00
NONE000	TFM	E1			GE-25-76-00	000000	\$704,435.74

APPROPRIATION SYMBOL CROSSWALK:

FUND	FY	TAS	TITLE	AMOUNT
E1	2017	7070540		1,361,159.74

From:	(b)(6); (b)(7)(C)
Sent:	9 Jun 2017 16:11:38 -0400
To:	Homan, Thomas
Cc:	(b)(6): (b)(7)(C)
(b)(6); (b)(7)(C)	Weinberg, Bill; ((b)(6) (b)(7)(C)
(b)(6); (b)(7)(C)	
(h)(6)· (h)(7)(C)	;Achim, Deborah;(b)(6); (b)(7)(C)
(b)(6); (b)(7)(C)	,, io, 2 0201 211 <u> [27,27] (27,27)</u>
(b)(6); (b)(7)(C)	Albence,
Matthew;(b)(6): (b)(7)(C)	;Miller, Philip
T;(b)(6): (b)(7)(C)	,,,
(b)(6); (b)(7)(C)	Johnson, Tae D / (b)(6);
(b)(6); (b)(7)(C)	
Subject:	TCO procurement June 9 Negotiations update
oubject.	reo procurement same s regoriations apaute
ICE leadership, TCO to	eam members, and facility teams
	at least one round of negotiations with the vendors at each target facility.
	has brought different players, postures and degrees of transparency to
	ve made progress, but none are yet to a final agreement. Thank you to the
teams for their on-goin	g time and commitment. Updates from the week are below:
Negotiating team: (b)(6); (b)(7)(C) (OAQ + Last face-to-face negotiating team)	AGS guard contract for SPC staffing) (b)(7)(C) (Field Office), (b)(6); (b)(7)(C) (Field Office), (b)(6); (b)(7)(C) (OAQ), (b)(6); (b)(7)(C) (OPLA) gotiation was last week (Thursday, June 1) iled P&L information and staffing coverage information to ICE by COB
Negotiating team: (b)(6): (OAQ),(b)(6): + Team goal of \$\frac{4}{5}(b)(4) + Second round negotion staffing; vendor continuous	n AOR, ICA contract for DIGSA) Character for DIGSA Character for DIGSA Character for DIGSA Character for DIGSA (Field Office), (b)(6); (b)(7)(C)
Negotiating team: (b)(6). Office),(b)(6): (OA + Team on track to rea CoreCivic on Wedneso + CoreCivic provided d	on AOR, CoreCivic/CCA contract for CDF) (b)(7)(C) (Field Office), (b)(6); Field Office), (b)(6); (b)(7)(C) (Field Office), (b)(6); (b)(7)(C) (OPLA) (c)(b)(4) annual cost avoidance following first negotiation with day, June 7 (detailed cost breakdowns which ICE analyzed and discusses point by point of the cost of the cost reduction ideas and respond to detailed
STDC (San Antonio A	NOR, GEO Group contract for CDF) (b)(5)(b)(7)(C) (Field Office), (b)(7)(C) (Field

Office), (b)(6); (b)(7)(C) (Field Office), (b)(6); (b)(6); (b)(6); (b)(7)(C) (OAQ), (b)(6); (b)(7)(C)
(OPLA) + Team is seeking \$(b)(4) >30%) annual cost avoidance at the South Texas Detention
Center
+ GEO did not provide detailed cost data, yet did come to Thursday, June 8 negotiation with
\$4M in staffing cost reduction ideas
+ ICE has tasked GEO to return with further cost reduction ideas and respond to detailed inquiries next week
inquires fiext week
(b)(6); (b)(7)(C)
McKinsey & Company New York
Office: ((b)(6); (b)(7)(C)
Mobile: Assistant: (b)(6); (b)(7)(C)
Assistant. (b)(0), (b)(7)(C)
(b)(6); (b)(7)(C)06/02/2017 04:55:12 PMICE leadership, TCO team members, and facility
teams The past two weeks have been very important a
Touris The past the heart been rely imperiant a
From: (h)(h): NYO/NorthAmerica/MCKINSEY
To: (b)(6): (b)(7)(C)
(b)(6)· (b)(7)(C) Tae D {(b)(6)· (b)(7)(C)
(b)(6): (b)(7)(C) , Bill Weinberg, Bill (b)(6): (b)(7)(C) (b)(6): (b)(7)(C)
,
(b)(6): (b)(7)(C) "Achim, Deborah"
(b)(6), (b)(7)(C)
D-1 00/00/0047 04-FE DM
Date: 06/02/2017 04:55 PM Subject: TCO procurement Negotiations update

ICE leadership, TCO team members, and facility teams--

The past two weeks have been very important as ICE teams initiated renegotiations on four facilities. Overall, the teams have done an amazing job and so far are on track toward cost avoidance targets (\$30-50M across all four).

Thank you to all the teams and their leadership who have dedicated substantial time and resources toward preparation and execution of these conversations.

Updates on each team:

+ AGS is collaborating to realize \$\square\$(b)(4) annual cost avoidance (~24%) through 2 rounds of conversations (May 18, June 1) + Major areas for improvement include staffing posts, wage charges, contractor margin, and overlapping CLIN coverage + AGS will return detailed P&L information and staffing coverage information to ICE by COB Friday, June 9
Farmville (Washington AOR, ICA contract for DIGSA) Negotiating team: (b)(6); (b)(7)(C) (Field Office), (b)(6); (Field Office), (b)(6); (Field Office), (b)(6); (Field Office), (b)(7)(C) (Field Office), (b)(7)(C) (Field Office), (b)(7)(C) (Field Office), (b)(6); (b)(7)(C) (Field Office), (c)(6); (b)(6); (b)(7)(C) (Field Office), (c)(6); (c)(7)(C) (Field Office), (c)(7)(C) (Fie
Houston CDF (Houston AOR, CoreCivic/CCA contract for CDF) Negotiating team: P(b)(6); (b)(7)(C) (Field Office), (b)(6); (b)(7)(C) (Field Office), (b)(6); (b)(7)(C) (OAQ), (b)(6); (b)(7)(C) (OAQ), (b)(6); (b)(7)(C) (OPLA) + Facility on-site review completed Tuesday, May 30 + Negotiation targets pending analysis detailed cost information from CoreCivic expected COB on Friday, June 2 + First conversation with CoreCivic on Wednesday, June 7
STDC (San Antonio AOR, GEO Group contract for CDF) Negotiating team: (b)(6); (b)(7)(C) Field Office), (b)(6); (b)(7)(C) Field Office), (b)(6); (b)(7)(C) Field Office), (b)(6); (b)(7)(C) (OAQ), (b)(6); (b)(7)(C) (OAQ), (b)(6); (b)(7)(C) (OPLA) + Facility on-site review completed Wednesday, May 31 + Negotiation targets pending analysis detailed cost information from GEO expected COB on Friday, June 2 + First conversation with GEO on Thursday, June 8
Best, (b)(6)
(b)(6); (b)(7)(C) MCKInsey & Company New York Office: (b)(6); (b)(7)(C) Mobile: Assistant: (b)(6)* (b)(7)(C) +=======+
This email is confidential and may be privileged. If you have received it in error, please notify us immediately and then delete it. Please do not copy it, disclose its contents or use it for any purpose.
+======+ ======+

From: (b)(6); (b)(7)(C)

Sent: 24 Sep 2018 18:55:10 +0000

To: (b)(6); (b)(7)(C)

Cc:

Subject: DSCS (Version 09JUL2018)

Attachments: IGSA DSCS (Version 09JUL2018).xlsx, ICEdedicated DSCS (09JUL2018).xlsx

(b)(6);

Good afternoon,

Glad to have to back :-)

I would like to ask (at your convenience) to redistribute the two attached McKinsey DSCS to the field.

To this day, we are still receiving multiple versions of the cost statements from the vendors.

The two attached forms (dated 09JUL2018) are the latest versions that include additional rows as well as corrected links.

Thank you.

Standing by for any questions.

V/R (b)(6

(b)(6); (b)(7)(C)

Operations Research Analyst Immigration and Customs Enforcement Enforcement and Removal Operations

E-mail: (b)(6); (b)(7)(C)

Office: 202-732-(b)(6); Cell: 202-308-(b)(6):

This Detention Services Cost Statement (DSCS)
This Detention Services Cost Statement is mandatory for all applicants requesting a new detention contract or housing rate modification to complete this document in its entirety. This Excel document contains various tab that contain schedules that will

Cover Page Instructions Complete the light brown cells with the facility's identifying information and population data A. Identifying Information Facility name Total facility size (square feet) **B.** Capacity Total capacity FY2018 ADP ICE-dedicated beds C. Time Frame Percentage of the facility that is ICE-dedicated 0% **D. Financial Information** % of contract \$ Staffing Wages 0% \$ 0% Staffing Benefits \$ 0% Facility \$ Other Direct Costs 0% \$ **Total Operating Costs** 0% \$ 0% Depreciation & Interest \$ **Contracted Services** 0% \$ G&A 0% \$ 0% **Total Non-Operating Costs** TOTAL CONTRACT VALUE FOR THE FACILITY \$ 0% **TOTAL VALUE FOR ICE-DEDICATED BEDS** \$ \$ Bed-day rate at total capacity \$ Bed-day rate for ICE-dedicated beds \$ Transportation Costs (if applicable)

Enter the information by category into the light brown cells below. Do not enter transportation staff; these will be covered on tab "9. Transportation". Once you have entered the staffing category, number of positions, and hourly wage rate, all cells in white will calculate automatically. Column I on prior year salary costs should also be completed. Cells in Column J will turn red if costs have increased more than 10% in the last year, and the Government may require further documentation to justify these increases.

Column J will turn red if costs have increa	Full Time or Part Time	Service Contract Act/Collective Bargaining Agreement Schedule	Number of Hours	Proposed Salary Cost	% Difference,
			-	\$ -	0%
			-	\$ -	0%
			-	\$ - \$ -	0% 0%
			-	\$ -	0%
			-	\$ -	0%
			-	\$ -	0%
			-	\$ -	0%
			-	\$ - \$ -	0% 0%
				\$ -	0%
			-	\$ -	0%
			-	\$ -	0%
			-	\$ -	0%
			-	\$ - \$ -	0% 0%
				\$ -	0%
			-	\$ -	0%
			-	\$ -	0%
			-	\$ -	0%
			-	\$ - \$ -	0% 0%
			-	\$ -	0%
			-	\$ -	0%
			-	\$ -	0%
			-	\$ -	0%
			-	\$ -	0%
			-	\$ - \$ -	0% 0%
			-	\$ -	0%
				\$ -	0%
			-	\$ -	0%
			-	\$ -	0%
			-	\$ - \$ -	0% 0%
			-	\$ -	0%
			-	\$ -	0%
				\$ -	0%
			-	\$ -	0%
			-	\$ -	0% 0%
			-	\$ -	0%
			-	\$ -	0%
			-	\$ -	0%
			-	\$ -	0%
			-	\$ -	0%
			-	\$ - \$ -	0% 0%
			-	\$ -	0%
			-	\$ -	0%
			-	\$ -	0%
			-	\$ -	0%
			-	\$ -	0% 0%
			-	\$ -	0%
			-	\$ -	0%
			-	\$ -	0%
			-	\$ -	0%
			-	\$ - \$ -	0% 0%
				\$ -	0%
			-	\$ -	0%
			-	\$ -	0%
			-	\$ -	0%
			-	\$ -	0%
			-	\$ - \$ -	0% 0%
			-	\$ -	0%
			-	\$ -	0%
			-	\$ -	0%
			-	\$ -	0% 0%
			-	\$ -	ı 0%

		-	\$	-			0%
		-	\$	-			0%
		-	\$	-			0%
		Total Salary Cost	\$	-	\$	-	
		FICA Costs - 7.65%	\$	-	\$	-	
		Total Staffing Wages	Ś	-	Ś	-	

Total Staffing Benefits

Staffing Benefit Instructions

Enter the information by category into the light brown cells below for both employees who are exempt from the Service Contract Act and those who are covered by it. Once you have entered the staffing category, number of positions, and hourly wage rate, all cells in white will calculate automatically. Column I on prior year salary costs should also be completed. Cells in Column J will turn red if costs have increased more than 10% in the last year, and the Government may require further documentation to justify these increases.

Instructions for "Exempt"/Non-Service Contract Act Employee Benefits

Enter the information into the light brown cells below to provide information on benefits for employees who are "exempt" or not covered under the Service Contract Act, as well as the

total costs from last year.			Total					
		Part Time	Employees		Employer		Prior Year 1	
Description	Full Time Positions	Positions	Participating	Total Salary Base	Contribution	Annual Cost	Costs	% Difference
1. Retirement Program(s)								
a. Defined Benefit Plan						\$ -		0%
b. Defined Contribution Plan						\$ -	\$ -	0%
c. other						\$ -	\$ -	0%
2. Insurance program(s)								
a. Self Insured						\$ -	\$ -	0%
b. other						\$ -	\$ -	0%
c. other						\$ -	\$ -	0%
3. Other Employee Contribution								
Plan(s)								
a. Worker's Comp						\$ -	\$ -	0%
b. FUTA						\$ -	\$ -	0%
c. Unemployment						\$ -	\$ -	0%
d. Unemployment						\$ -	\$ -	0%
			Total Benefit	ts Cost for Non- Service Cont	ract Act Employees	\$ -	\$ -	

Instructions for Service Contract Act Employee Benefits

Enter the information into the light brown cells below to provide information on benefits for employees who are covered under the Service Contract Act, as well as the total costs from last year.

Description	Wage Determination/Collective Bargaining Agreement Reference	Number of Employees Participating		Wage Determination/Collective Bargaining Agreement Hourly Rate	Annual Cost		Prior Year Costs	1	% Difference
a. Health and Welfare	Reference	rarticipating	7711152	Hourry Rate	Ś		20313	_	0%
b. Pension					\$	-	\$	-	0%
c. other					\$	-	\$	-	0%
d. other					\$	-	\$	-	0%
e. other					\$	-	\$	-	0%
f. other					\$	-	\$	-	0%
g. other					\$	-	\$	-	0%
h. other					\$	-	\$	-	0%
		Total Benefi	ts Cost - Servi	ce Contract Act Employees:	\$	-	\$	-	

Total Facility Costs

\$

Facility Instructions

Complete the light brown cells below, as well as the required itemizations (marked by the asterisks). Please also enter the prior year values. The percentage change will automatically calculate in Column E, and will color red if there is an increase greater than 10%. The Government may require further documentation to justify these increases. If any buildings or equipment is depreciated rather than leased, please enter the information required by the Depreciation & Interest tab (#5).

	Current year	Prior year	% change
Building lease or rent			0%
Equipment lease*	\$ -	\$ -	0%
Utilities			0%
Operations and maintenance*	\$ -	\$ -	0%

^{*}For items with an asterisk, please provide itemize charges in the space provided below

Major equipment leased

Major Equipment Instructions

Enter the lease costs for major equipment, as well as a brief description.

	,		
Equipment description	Current year	Prior year	% change
			0%
			0%
			0%
			0%
			0%
Total	\$	- \$ -	0%

Operations and maintenance costs

Operations and Maintenance Instructions

Enter the costs to maintain the facility (e.g., supplies), as well as the costs from last year.

O&M description	Current year	Prior year	% change
			0%
			0%
			0%
			0%
			0%
			0%
Total	\$	- \$ -	0%

Total depreciation and interest \$ Depreciation & Interest Instructions

Enter the information in the light brown cells, and descriptions where appropriate. If a building has been repaired or renovated, include the cost of the renovation under the "Repairs/Upgrades or Equipment Depreciation" section, and depreciate that value seperately, rather than re-setting the value of the building. If the Government is charged a facility fee through a lease or rent charges, do not fill out the Building portion, and include those charges separately in the Facility tab (#4). If there is an increase of more than 3% from a prior year, Column E will turn red, and the Government may require further documentation

	Current year	Prior year	% change
Building depreciation	\$0.00		0%
Equipment depreciation	\$0.00		0%
Interest/Cost of money	\$0.00		0%

Building depreciation

Building Depreciation Instructions

Enter the required information in the light brown cells, and the depreciation charge will be automatically calculated using the straight-line method

Building name	Year built	Original value	Salvage value	Life of the building (years)	Annual depreciation
					\$0.00
					\$0.00
					\$0.00
				Total building depreciation	\$0.00

				Total ballang aspiculation	40100
Repairs/Upgrades or Equipm	nent depreciation				
Repairs or Equipment Depreciat	ion Instructions				
Enter the required information i	n the light brown cells, and th	e depreciation charge for ed	quipment and repairs will be aut	omatically calculated.	
Equipment description	Year purchased	Original value	Salvage value	Life of the equipment or repairs (yea	Annual depreciation
					\$0.00
					\$0.00
					\$0.00
					\$0.00
					\$0.00
		•		Total equipment depreciation	\$0.00

Interest						
Interest Instructions						
Enter the outstanding loans	for depreciable buildings, equip	ment, or repairs listed above.				
Asset description	Original Value	Annual depreciation expense	Years depreciated	Current book value	Interest ra	te Annual interest ¡
				\$	-	\$0.00
				\$	-	\$0.00
				\$		\$0.00
				\$	-	\$0.00
				\$	-	\$0.00
				\$	-	\$0.00
					Total cost of	of money \$0.00

Ś

Other Direct Charges Instructions

Enter the information by category into the light brown cells below, itemizing where prompted. If medical care at the facility is provided by a subcontractor, do not enter costs for medical supplies and equipment (which should be included in the medical subcontract). Credits are defined as overpayments the Government has made in the past year, which should be subtracted from the overall contract cost in the current period. Cells in Column E will turn red if costs have increased more than 10% in the last year, and the Government may require further documentation to justify these increases.

% change **Current year Prior year** Administration/Management fee 0% Food and kitchen supplies 0% Detainee welfare* \$ 0% IT 0% Telecom 0% Medical supplies and equipment 0% Recreation 0% 0% Education 0% Credits Detention Officers' uniform allowance 0%

Detainee welfare and supplies

Welfare and supplies Instructions

For detainee supplies and welfare, itemize by category (toiletries, linens, etc.) for the current and prior period.

Description	Current year	P	rior year	% change
				0%
				0%
				0%
				0%
				0%
				0%
Total	\$	- \$	-	0%

^{*}For items with an asterisk, please provide itemized charges in the space provided below

Total contracted services

K

Contracted Services Instructions

Complete the light brown cells below to show the costs of the relevant subcontracts and third party fees for the current and prior year, along with the name of the company or government to whom those fees are paid. Cells in Column F will turn red if the cost of the subcontract has increased more than 10% in the last year, and the Government may require further documentation to justify these increases

Subcontract	Current year	Prior year	Vendor name	% change
Medical (including dental and mental health)				0%
Education				0%
Food Services				0%
Security				0%
IGA fee				0%

Total G&A \$ -

Other Direct Charges Instructions

For the general and administrative costs of the facility, complete the light brown cells below, including a brief description of the spend in each category and itemizations where prompted. If charges have increased more than 10% since the prior year, cells in Column E will turn red, and the Government may require further documentation to justify these increases.

,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	Current year	Prior year	% change	
Accounting		\$ -	0%	
Audit/Risk		\$ -	0%	
Finance		\$ -	0%	
Human Resources		\$ -	0%	
Insurance		\$ -	0%	
Legal		\$ -	0%	
Office Supplies and miscellaneous		\$ -	0%	
Taxes*	\$ -	\$ -	0%	
Travel and Staff Training		\$ -	0%	

^{*}For items with an asterisk, please provide itemize charges in the space provided below

Tax Itemization

Tax Itemization Instructions				
Enter the itemized amounts that th	e vendor paid in th	e last year	for taxes tha	at are
Description	Current year	Pric	or year	% change
				0%
				0%
				0%
				0%
				0%
				0%
Total	\$	- \$	-	

Transportation costs Transportation Instructions	\$ -						
If the facility also provides detainee transportation	ortation services for ICE, pleas Total transportation costs		tion below. If transport Amount of profit	ation is provided by anoth	er vendor on a subc	ontract, enter the ch	arge in row 13
Base spend on transportation Subcontract	\$ - Current year	Prior year	\$ - Vendor name	% change	l		
Subcontract for Transportation Staffing Wages and Benefits				0%			
Staffing Instructions Enter the information into the light brown	cells below for wages/Salary a	and benefits. Do not ent	ere Detention staff: the	ose have already been ent	ered in Tah 2 and Ta	h 3 (Staffing Wages a	and Staffing
			Wage Determination/			(0.001111)	and starring
Transportation Labor Description (WAGE/SALARY)	1		Collective Bargaining Agreement Hourly	Number of Hours (2080	Proposed Salary	Prior Year 1 Salary	
	Full Time or Part Time	Number of Positions	Wage Rate	times positions)	Cost -	Costs	% Difference 0%
				-	\$ -		0%
				-	\$ -		0%
				-	\$ -		0%
				-	\$ -		0% 0%
				-	\$ -		0% 0%
				Total Labor Cost FICA Costs - 7.65%	\$ -	\$ -	-
Description				Total Staffing Wages	\$ -	\$ -	
Description (BENEFITS, PART 1)	Full Time Positions	Part Time Positions	Total Employees Participating	Total Salary Base	Employer Contribution	Annual Cost	Prior Year 1 % Costs D
Retirement Program(s) a. Defined Benefit Plan						\$ -	
b. Defined Contribution Plan c. other						\$ -	\$ - \$ -
Insurance program(s) a. Self Insured						\$ -	s -
b. other c. other						\$ -	\$ -
3. Other Employee Contribution Plan(s) a. Worker's Comp						\$ -	\$ -
b. FUTA						\$ -	\$ -
c. Unemployment d. Unemployment						\$ -	\$ -
	Wage		Total Benefits Cost fo	r Non- Service Contract Ac	t Employees	\$ -	\$ -
Description (BENEFITS, PART 2)	Determination/Collective Bargaining Agreement	Number of Employees	Total Hours Subject to				
a. Health and Welfare	Reference	Participating	Fringe	Agreement Hourly Rate	\$ -	Prior Year 1 Costs	0%
b. Pension c. other					\$ -		0%
to outer							
d. other e. other					\$ -		0% 0%
d. other e. other f. other					\$ -		
d. other e. other f. other g. other h. other					\$ - \$ - \$ - \$ - \$ -		0% 0% 0% 0%
d. other e. other f. other g. other			Total	Renefits and Taxes Cost	\$ - \$ - \$ - \$ - \$ - \$ - \$ -	•	0% 0% 0%
d. other e. other f. other g. other h. other l. other j. other				Benefits and Taxes Cost Benefits, and Taxes Cost	\$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ -	\$ -	0% 0% 0% 0% 0%
d. other e. other f. other g. other h. other i. other j. other Vehicle Mileage Vehicle Mileage Instructions			Total Wages,	Benefits, and Taxes Cost	\$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ -	\$ -	0% 0% 0% 0% 0%
d. other e. other f. other g. other h. other i. other j. other Vehicle Mileage	a charge per mile; the costs ca	an be entered into the li	Total Wages,	Benefits, and Taxes Cost	\$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ -	s -	0% 0% 0% 0% 0%
d. other e. other f. other g. other h. other l. other j. other Vehicle Mileage Vehicle Mileage Instructions Complete the table below to show costs as	a charge per mile; the costs co	on be entered into the li	Total Wages, ght brown cells below to Cost/month	Benefits, and Taxes Cost o show the mileage charge Annual cost	\$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ -	% Difference	0% 0% 0% 0% 0% 0% 0%
d. other e. other f. other g. other h. other l. other j. other Vehicle Mileage Vehicle Mileage Instructions Complete the table below to show costs as Vehicle Type			Total Wages, ght brown cells below to Cost/month S - \$ -	Benefits, and Taxes Cost o show the mileage charge Annual cost \$ - \$ -	\$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ -	% Difference	0% 0% 0% 0% 0% 0%
d. other e. other f. other g. other h. other l. other j. other Vehicle Mileage Vehicle Mileage Instructions Complete the table below to show costs as Vehicle Type			Total Wages, ght brown cells below to Cost/month S - S - S - S - S -	Benefits, and Taxes Cost o show the mileage charge Annual cost S - S - S - S - S -	\$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ -	% Difference 0% 0% 0%	0% 0% 0% 0% 0% 0% 0%
d. other e. other f. other g. other h. other l. other j. other Vehicle Mileage Vehicle Mileage Instructions Complete the table below to show costs as Vehicle Type			Total Wages, ght brown cells below to Cost/month \$ - \$ - \$ -	Benefits, and Taxes Cost o show the mileage charge Annual cost \$ - \$ - \$ -	\$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ -	% Difference 0% 0%	0% 0% 0% 0% 0% 0% 0%
d. other e. other f. other g. other h. other l. other j. other Vehicle Mileage Vehicle Mileage Instructions Complete the table below to show costs as Vehicle Type			Total Wages, ght brown cells below to Cost/month S - S - S - S - S - S - S - S - S - S	Benefits, and Taxes Cost o show the mileage charge Annual cost S - S - S - S - S - S - S - S	\$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ -	% Difference 0% 0% 0% 0% 0%	0% 0% 0% 0% 0% 0% 0%
d. other e. other f. other g. other h. other l. other j. other Vehicle Mileage Vehicle Mileage Instructions Complete the table below to show costs as Vehicle Type			Total Wages, ght brown cells below to Cost/month S - S - S - S - S - S - S - S - S - S	Benefits, and Taxes Cost o show the mileage charge Annual cost \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$	\$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ -	% Difference 0% 0% 0% 0% 0% 0% 0% 0% 0% 0%	0% 0% 0% 0% 0% 0% 0%
d. other e. other f. other g. other h. other l. other j. other Vehicle Mileage Vehicle Mileage Instructions Complete the table below to show costs as Vehicle Type			Total Wages, ght brown cells below to Cost/month S - S - S - S - S - S - S - S - S - S	Benefits, and Taxes Cost o show the mileage charge Annual cost \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$	\$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ -	% Difference 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0%	0% 0% 0% 0% 0% 0% 0%
d. other e. other f. other g. other h. other l. other j. other Vehicle Mileage Vehicle Mileage Instructions Complete the table below to show costs as Vehicle Type			Total Wages, ght brown cells below to Cost/month S - S - S - S - S - S - S - S - S - S	### Annual cost Annual cost \$ -	\$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ -	% Difference 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0%	0% 0% 0% 0% 0% 0% 0%
d. other e. other f. other g. other h. other l. other j. other Vehicle Mileage Vehicle Mileage Instructions Complete the table below to show costs as Vehicle Type			Total Wages, ght brown cells below to Cost/month S - S - S - S - S - S - S - S - S - S	S	\$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ -	% Difference 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0%	0% 0% 0% 0% 0% 0% 0%
d. other e. other f. other g. other h. other l. other j. other Vehicle Mileage Vehicle Mileage Instructions Complete the table below to show costs as Vehicle Type			Total Wages, ght brown cells below to Cost/month \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$	Benefits, and Taxes Cost o show the mileage charge Annual cost \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$	\$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ -	% Difference 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0%	0% 0% 0% 0% 0% 0% 0%
d. other e. other f. other g. other h. other j. other Vehicle Mileage Vehicle Mileage Instructions Complete the table below to show costs as Vehicle Type (MILEAGE)	Mileage/month	Rate/mile	Total Wages, ght brown cells below to Cost/month \$ -	Benefits, and Taxes Cost o show the mileage charge Annual cost \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$	\$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ -	% Difference 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0%	0% 0% 0% 0% 0% 0% 0%
d. other e. other f. other g. other h. other l. other j. other Vehicle Mileage Vehicle Mileage Instructions Complete the table below to show costs as Vehicle Type (MILEAGE) Itemized Vehicle Charges Itemized Vehicle Charges Instructions Complete the table below to show repairs/	Mileage/month	Rate/mile	Total Wages, ght brown cells below to Cost/month \$ -	Benefits, and Taxes Cost o show the mileage charge Annual cost \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$	\$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ -	% Difference 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0%	0% 0% 0% 0% 0% 0% 0%
d. other e. other f. other g. other h. other l. other j. other j. other Vehicle Mileage Vehicle Mileage Instructions Complete the table below to show costs as Vehicle Type (MILEAGE)	Mileage/month	Rate/mile	Total Wages, ght brown cells below to Cost/month \$ -	Benefits, and Taxes Cost o show the mileage charge Annual cost \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$	\$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ -	% Difference 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0%	0% 0% 0% 0% 0% 0% 0%
d. other e. other f. other g. other h. other l. other j. other l. other lines are seen as a seen	Mileage/month	Rate/mile	Total Wages, ght brown cells below to Cost/month \$ -	### Annual cost Annual cost \$	\$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ -	% Difference 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0%	0% 0% 0% 0% 0% 0% 0%
d. other e. other f. other g. other h. other j. other b. other j. other Vehicle Mileage Vehicle Mileage Instructions Complete the table below to show costs as Vehicle Type (MILEAGE) Itemized Vehicle Charges Itemized Vehicle Charge Instructions Complete the table below to show repairs/ Vehicle (MAINTENANCE, REPAIR, INSURANCE) Vehicle repairs/maintenance Vehicle insurance	Mileage/month	Rate/mile	Total Wages, ght brown cells below to Cost/month \$	Benefits, and Taxes Cost o show the mileage charge Annual cost \$ - \$ - \$ - \$ \$ - \$ \$ \$	\$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ -	% Difference 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0%	0% 0% 0% 0% 0% 0% 0%
d. other e. other f. other g. other h. other j. other Vehicle Mileage Vehicle Mileage Instructions Complete the table below to show costs as Vehicle Type (MILEAGE) Itemized Vehicle Charges Itemized Vehicle Charge Instructions Complete the table below to show repairs/ Vehicle (MAINTENANCE, REPAIR, INSURANCE) Vehicle repairs/maintenance	Mileage/month	Rate/mile	Total Wages, ght brown cells below to Cost/month \$	Benefits, and Taxes Cost o show the mileage charge Annual cost \$	\$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ - \$ -	% Difference 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0% 0%	0% 0% 0% 0% 0% 0% 0%

		\$ -		0%
		\$ -		0%
		\$ -		0%
	TOTAL	¢ .	Ġ	

Itemized Vehicle Charges

Itemized Vehicle Charge Instructions	Itemized Vehicle Charge Instructions							
Complete the table below to show the type, number, and cost of lease fees that the contractor pays for vehicles to provide transportation services to ICE.								
Vehicle								
(LEASE)	Brief description	Cost per vehicle	Number of vehicles	Annual cost		Prior Year 1 Costs	% Difference	
				\$	-		0%	
				\$	-		0%	
				\$			0%	
				\$	-		0%	
				\$	-		0%	
				\$	-		0%	
				\$	-		0%	
				\$	-		0%	
				\$	-		0%	
				\$	-		0%	
		•	TOTAL	\$	-	\$ -		

Itemized Vehicle and Equipment Charges

itemized vemicle and Equipment charges									
Itemized Vehicle and Equipment Charge Ins	tructions								
Complete the table below to show the depr	eciated value of purchased v	ehilces and equipment (f applicable). Show to	tal acquisition	amounts an	d purchase dates.			
Vehicle and Equipment (DEPRECIATION)	Date into Service	Acquisition Value	Residual Value	Depreciat	ole Basis	Life Years	Annual Depreciation Proposed	Prior Year 1 Depreciation Expense	
				\$	-		\$		05
				\$	-		\$		0
				\$	-		\$		0
				\$	-		\$		0
				\$	-		\$		0
				\$			\$		05
				S	-		\$		05
				Ś	-		\$		05
				Ś	-		\$		05
				S			\$		05
						TOTAL	\$ -	\$ -	

ICE: Detention Services Cost Statement (DSCS)
This Detention Services Cost Statement is mandatory for all applicants requesting a new detention contract or housing rate modification to complete this document in its entirety. This Excel document contains various tab that

Cover Page Instructions

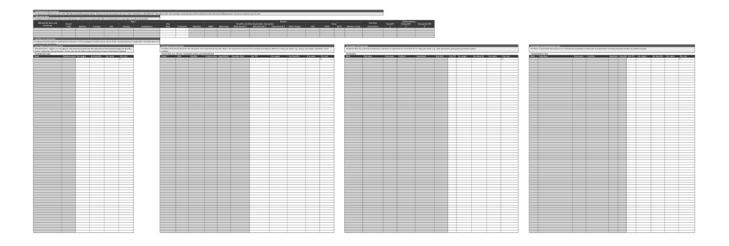
Complete the light brown cells with the facility's identifying information and population data below. All white cells calculate automatically from other sheets

below. 7th willie cells calculate automatical	,
A. Identifying Information	
Facility name	
Contractor's Name (Operator)	
Total facility size (square feet)	
B. Capacity	
Total capacity	
FY2018 ADP	
Current population	

C. Time Frame (Fiscal Year)

D. Financial Information

		% of contract
Staffing	\$ -	0%
Facility	\$ -	0%
Other Direct Costs	\$ -	0%
Total Operating Costs	\$ -	0%
Depreciation & Interest	\$ -	0%
Contracted Services	\$ -	0%
G&A	\$ -	0%
Total Non-Operating Costs	\$ -	0%
Profit	\$ -	0%
TOTAL CONTRACT VALUE	\$ -	0%
Bed-day rate at total capacity	\$ -	
Bed-day rate at 2017 ADP	\$ -	
Bed-day rate at current population	\$ -	
Total profit margin	0%	6
Transportation Costs (if applicable)	\$ -	



A STORY TO SECURE A STATE OF THE PROPERTY OF T	in a	Broding.	larian.
		or of the term of	Minister Special bestief perm techniques beforeste Wilderste Special perm bestier bestief bestier bestief bestief
		10	
		- 10 Ki	10 3 10 10 10 10 10 10 10 10 10 10 10 10 10
			8 8 8 8 8 8 8
		10 20 20 20 20 20 20 20 20 20 20 20 20 20	20 3 : E
		8 8 8 8 8 8 8 8 8 8	8 8 8 8 8
			20 2 20 20 20 E0
		80 80 80 80 80 80 80 80 80 80 80 80 80 8	
		S S S S S S S S S S S S S S S S S S S	
		1 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	103 S . 103 NO 1
		- 1 100 100 100 100 100 100 100 100 100	10 1 10 10 10 10 10 10 10 10 10 10 10 10
			50 50 50 50 50 50 50 50 50 50 50 50 50 5

Total staffing cost \$ -

Staffing plan summary

FTEs	
Detention Officers	-
Other	-
Wages	\$ -
Benefits	\$ -
Taxes	\$ -

Detention Officers

	Professional		Event		Fixed		Total	
FTE Count		-		-		-		-
Annual cost	\$		\$		\$		\$	
Wages	\$	-	\$	-	\$	-	\$	-
Benefits	\$	-	\$	-	\$	-	\$	-
Taxes	\$	-	\$	-	\$	-	\$	-

Non-Detention Officers

	Professional		Event	Fixed	Total
FTE Count		-	-	-	-
Annual cost	\$		\$ -	\$ -	\$ -
Wages	\$	-	\$ -	\$ -	\$ -
Benefits	\$	-	\$ -	\$ -	\$ -
Taxes	\$	-	\$ -	\$ -	\$ -

Total Facility Costs

Facility Instructions

Complete the light brown cells below, as well as the required itemizations (marked by the asterisks). Please also enter the prior year values. The percentage change will automatically calculate in Column E, and will color red if there is an increase greater than 10%. The Government may require further documentation to justify these increases. If any buildings or equipment is depreciated rather than leased, please enter the information required by the Depreciation & Interest tab (#6).

	Current year \$	Prior year	% change
Building lease or rent			0%
Equipment lease*	\$ -	\$ -	0%
Utilities			0%
Operations and maintenance*	\$ -	\$ -	0%

^{*}For items with an asterisk, please provide itemize charges in the space provided below

Major equipment leased

Major Equipment Instructions

Enter the lease costs for major equipment, as well as a brief description.

\$

Description	Cost	Prior year cost
Total	\$ -	\$ -

Operations and maintenance costs

Operations and Maintenance Instructions

Enter the costs to maintain the facility (e.g., supplies), as well as the costs from last year

Description	Cost	Prior year cost
Total	\$ -	\$ -

Total depreciation and interest \$ Depreciation & Interest Instructions Enter the information in the light brown cells, and descriptions where appropriate. If a building has been repaired or renovated, Prior year \$0.00 **Building depreciation** Equipment depreciation Interest/Cost of money \$0.00 0% Building depreciation Building Depreciation Instructions Enter the required information in the light brown cells, and the depreciation charge will be automatically calculated using the straight-

Building name	Year built	Original value	Salvage value	Life of the building (years)	Annual depreciation
					\$0.00
					\$0.00
					\$0.00
				Total building depreciation	\$0.00

Repairs/Upgrades or Equipment depreciation

Repairs or Equipment Depreciation Instructions

Enter the required information in the light brown cells, and the depreciation charge for equipment and repairs will be automatically calculated.

Equipment/Repairs description	Year purchased	Original value	Salvage value	Life of the equipment or repairs (yea	Annual depreciation
					\$0.00
					\$0.00
					\$0.00
					\$0.00
					\$0.00
				Total equipment depreciation	\$0.00

Cost of money

Cost of Money Instructions
Enter the outstanding loans for depreciable buildings, equipment, or repairs listed above. Per FAR section 31.205-10, the vendor is eligible for reimbursment of the cost of money on the current book value (defined as the remaining book value after depreciation expenses from all prior years are subtracted) at the rate released quarterly by the Treasury Department. While this amount is intended to cover interest or "cost of money" on capital expenditures, profit may not be applied to this amount. Therefore, this line item is excluded in the profit calculations in tab "10.Profit"

Asset description	Original Value	Annual depreciation expen	Years depreciated	Current book value	Cost of money	Annual interest payments	
				\$ -	2.375%	\$0.00	
				\$ -	2.375%	\$0.00	
				\$ -	2.375%	\$0.00	
				\$ -	2.375%	\$0.00	
				\$ -	2.375%	\$0.00	
				\$ -	2.375%	\$0.00	
	·			·	Total cost of money	\$0.00	

Total Other Direct Costs

Other Direct Charges Instructions

Enter the information by category into the light brown cells below, itemizing where prompted. If medical care at the facility is provided by a subcontractor, do not enter costs for medical supplies and equipment (which should be included in the medical subcontract). Credits are defined as overpayments the Government has made in the past year, which should be subtracted from the overall contract cost in the current period. Cells in Column E will turn red if costs have increased more than 10% in the last year, and the Government may require further documentation to justify these increases.

increases.			
	Current year \$	Prior year	% change
Food and kitchen supplies			0%
Detainee welfare*	\$ -	\$ -	0%
IT			0%
Telecom			0%
Medical supplies and equipment			0%
Recreation			0%
Education			0%
Credits			0%
Officer uniforms (if not in CBA)			0%

^{*}For items with an asterisk, please provide itemized charges in the space provided below

Detainee welfare and supplies

Welfare and supplies Instructions

For detainee supplies and welfare, itemize by category (toiletries, linens, etc.) for the current and prior period.

Description	Cost	Prior year cost
Total	\$ -	\$ -

Total contracted services

Ś

Contracted Services Instructions

Complete the light brown cells below to show the costs of the relevant subcontracts and third party fees for the current and prior year, along with the name of the company or government to whom those fees are paid. If there is a Transportation subcontract, enter that information on the Transportation tab (#11). Cells in Column F will turn red if the cost of the subcontract has increased more than 10% in the last year, and the Government may require further documentation to justify these increases

Subcontract	Current year \$	Prior year	Vendor name	% change
Medical (including dental and mental health)				0%
Education		\$ -		0%
Food Services				0%
Security				0%
IGA fee				0%

Total G&A \$ -

Other Direct Charges Instructions

For the general and administrative costs of the facility, complete the light brown cells below, including a brief description of the spend in each category and itemizations where prompted. If charges have increased more than 10% since the prior year, cells in Column E will turn red, and the Government may require further documentation to justify these increases.

year, cens in column 2 win carried,	Current year	Prior year	% change	
			Ĭ	
Accounting		\$ -	0%	
Audit/Risk		\$ -	0%	
Finance		\$ -	0%	
Human Resources		\$ -	0%	
riuman kesources		-	070	
Insurance		\$ -	0%	
Legal		\$ -	0%	
Office Supplies and miscellaneous		\$ -	0%	
Taxes*	\$ -	\$ -	0%	
Travel and Staff Training		\$ -	0%	

^{*}For items with an asterisk, please provide itemize charges in the space provided below

Tax Itemization

Tax Itemization Instructions

Enter the itemized amounts that the vendor paid in the last year for taxes that are allowable under FAR section XXX

Description	Current year	Prior year	% change
			0%
			0%
			0%
			0%
			0%
			0%
Total	\$	- \$ -	

Total Profit proposed	Ş -	l		
Profit Instructions				
Complete the light brown cells	to give the profit percentage	chosen out of	the acceptable r	ange, as well as a short justification for that rate of profit.
	Total cost base	Profit margin	Profit \$	Justification of profit rate
Profit on operating costs	\$ -		\$ -	
Profit on non-operating costs	\$ -		\$ -	
Operating Costs	\$ -			
Detention Labor	\$ -]		
Facility	\$ -			
Other Direct Costs	\$ -	1		
Non-Operating Costs	\$ -	[
G&A	\$ -]		
Contracted Services	\$ -]		
Depreciation	\$0.00			

Transportation costs

ς

Transportation Instructions

If the facility also provides detainee transportation services for ICE, please complete the information below. If transportation is provided by another vendor on a subcontract, enter the charge in row 13 and the profit in row 9 and do not complete the rest of the sheet. If the vendor provides transportation independently, the staffing charges will automatically populate from the two Staffing Input tabs (#2 and #3). Then, the vendor can show their costs the all-in rate per mile with an estimated number of miles per month, and/or as itemized lease, repairs, insurance, and fuel costs. Note that these charges will be paid on a separate invoice, and will not affect the bed-night rate on the contract.

Profit on transportation	Total transportation costs		Profit margin	Amount of profit	
Base spend on transportation	\$	-		\$ -	1
Subcontract	Current year \$		Prior year	Vendor name	% change
Subcontract for Transportation					0%

Staffing information

Staffing Instructions

This information populates automatically from tabs 2 and 3 ("Staffing Input A and B"). If the information appears to be incorrect, please edit the "Transportation" section on tab 2 and the base wage on tab 3

Category	Transportation Officers	
FTE Count		-
Annual cost	\$	-
Wages	\$	-
Benefits	\$	-
Taxes	\$	-

Vehicle Mileage

Vehicle Mileage Instructions

If the vendor chooses to express costs as a charge per mile, the costs scan be entered into the light brown cells below to show the mileage charges by vehicle type. If the vendor would rather show its costs itemized below, see Rows 43 to 46.

Vehicle Type	Mileage/month	Rate/mile	Cost/m	onth	Annu	al cost
			\$	-	\$	-
			\$	-	\$	-
			\$	-	\$	-
			\$	-	\$	-
			\$	-	\$	-
				TOTAL	Ś	-

Itemized Vehicle Charges

Itemized Vehicle Charge Instructions

Complete the table below to show the type, number, and cost of lease fees that the contractor pays for vehicles to provide transportation services to ICE. If the vendor would rather show its cost as a mileage fee, see Rows 31 to 35.

Vehicle Type	Brief description	Cost per vehicle	Number of vehicle	Annual co	ost
Vehicle Lease				\$	-
Vehicle repairs/maintenance				\$	-
Vehicle insurance				\$	-
Fuel costs				\$	-
			TOTAL	\$	-

From:	(b)(6); (b)(7)(C)		
Sent:	13 Oct 2017 16:45:06 -0400		
To:	(b)(6): (b)(7)(C) Weinberg, Bill;(b)(6); (b)(7)(C)		
(b)(6); (b)(7)(C)			

Subject: Procurement Strategy Workshop recap

Attachments: Updated needs validation and requirements setting process maps.pptx

AII,

Thank you so much for your participation in Wednesday's detention procurement process workshop. It was fantastic to see all of you come together to define and refine the needs validation and requirements setting processes. You all had some wonderful ideas, including:

- The SOW template must be standardized and streamlined, allowing for efficient completion by the Field
- IGSAs, while historically a direct award, should be more regularly competed amongst a number of viable government facilities
- The assignment of direct ownership and creation of transparency in the process will reduce stress and expedite execution
- Establishing a needs definition early on in the process makes reviews, approvals, and documentation more valuable, efficient, and reliable
- Forms and templates should not be translated to other forms and templates throughout the process, but rather, stand on their own and be built upon with further documentation
- Unsolicited proposals should be consistently addressed through formal processes
- There should not be "emergency" procurement of new facilities that skirt established due process procedures

Attached you will find a document with updated process maps. Coming up in the afternoon of next Wednesday, 10/18, we will address the negotiation process and how to make all of these process changes a reliable and sustainable reality. I look forward to seeing you all for our third and final session!

If you have any questions, comments, suggestions, ideas, or concerns, please feel free to contact me directly or pose your thoughts to the broader group.

Kind regards,
McKinsey & Company Senior Implementation Coach San Francisco, CA (b)(6); (b)(7)(C)
======+

This email is confidential and may be privileged. If you have received it

in error, please notify us immediately and then delete it. Please do not
copy it, disclose its contents or use it for any purpose.
+
======+

Future state: Needs identification and validation

(b)(4); (b)(5)

and Customs
Enforcement

(0/4), (D/5)	Future state: Requirement setting for FAR-based procurements
--------------	--------------------------------------------------------------

Τ
uture
re
sta
ire state: Requirement setting for Io
Re
qu
irei
me
nt
set
tin
g f
or
IGSA
A
oro
cu
ren
ner
nts

(b)(4); (b)(5)

From:	(b)(6); (b)(7)(C)
Sent:	6 Oct 2017 16:29:16 -0400
(b)(6); (b)(7)(C)	
Subject:	RE: Recap from procurement process workshop
Hey (b)(
Thanks for the clar consider it updated	
Have a great week	nd,
(b)(6); (b)(7)(C) McKinsey & Compar San Francisco, CA	Senior Implementation Coach)(6); (b)(7)(C)
From: (b)(6); (b)(7)(C)	
	er 6, 2017 7:04 AM
(b)(6); (b)(7)(C)	
Subject: RE: Recap	from procurement process workshop
G	
(b)(6); Thanks for putting from Wednesday.	II of this information together. I think you have accurately captured our discussion
	e the email address for (b)(6): For some reason she is not receiving the emails nail address should be (b)(6); (b)(7)(C)
Have a Great week	nd!!!
Thanks,	
(b)(6); (b)(7)(C)	СРРВ, СЕСМ
DHS ICE Office	nce and Removals (DCR) Section Chief f Acquisition Management (OAQ) Mobile: 202-345-(b)(6);
intended recipient or	unication may contain privileged or otherwise confidential information. If you are not an believe you have received this communication in error, any review, dissemination, distribution sage is strictly prohibited. Please inform the sender that you received this message in error te from your system.
From: (b)(6); (b)(7)(Sent: Friday, Octo	per 06, 2017 12:38 AM

+
====+
This email is confidential and may be privileged. If you have received it
in error, please notify us immediately and then delete it. Please do not
copy it, disclose its contents or use it for any purpose.
+

From:	(b)(6): (b)(7)(C)
Sent:	18 May 2017 16:46:53 -0400
(b)(6); (b)(<u> </u>
Subject	t: RE: STDC facility visit
-	ust for STDC contract? So site visit is Pearsall, TX. I have sent staffing plan and facility floorplan receive them?
	(b)(6); (b)(7)(C)
(b)(6); (b)	
Subje	ct: STDC facility visit
Team,	
	outlined our plan to prepare for the negotiations with GEO. Our timeline for the negotiation as four key dates:
1. 2. 3.	CO meeting for Washington D.C. Personnel: 5/22 – 5/24 (date & time TBD) a. Deep dive on contract and new JCS Facility visit: 5/31 a. Requires staffing plan and facility floorplan b. (b)(6); (b)(7)(C) will arrive in Houston for a facility tour and post review Rehearsal in Washington D.C. (OAQ): 6/7 1:00 - 5:00 a. All ICE team members to attend b. Preparation and mock interview c. OAQ rep please reserve a room 1st round negotiation in Washington D.C. (OAQ): 6/8 1:00 - 5:00
	a. Notify GEO of the negotiation date and timeb. Confirm their attendance
	c. OAQ rep please reserve a room
Please	let me know if there are any questions about the schedule or plan.
Regard	S,
(b)(6); (b)(7)(C)
_ (b)(6), (b)(7 Mobile Office: VOIP(b)	(b)(6); (b)(7)(C)

+
===+
This email is confidential and may be privileged. If you have received it
in error, please notify us immediately and then delete it. Please do not
copy it, disclose its contents or use it for any purpose.
+
===+

AMENDMENT OF SOLICITATION/MODIFIC	ATION OF CONTRACT		1. CONTRACT ID CODE	PAGE	OF PAGES
AMENDMENT OF SOLICITATION/MODIFIC	ATION OF CONTRACT			1	1
2. AMENDMENT/MODIFICATION NO.	3. EFFECTIVE DATE	4. RE	QUISITION/PURCHASE REQ. NO.	5. PROJECT	NO. (If applicable)
P00001 6. ISSUED BY CODE	See Block 16C	7.40	AMBUOTEDED DV /// -/b//b // ()	OODE I	
	MOVALS PRCEMENT	ICE IMM OFF 801	MINISTERED BY (If other than Item 6) DETENTION COMPLIANCE RE IGRATION AND CUSTOMS ENF ICE OF ACQUISITION MANAC I STREET NW (b)(6); (b)(7)(C) HINGTON DC 20536	EMOVALS FORCEMEN	E/DCR
B. NAME AND ADDRESS OF CONTRACTOR (No., stree	t, county, State and ZIP Code)	(x) 9A	AMENDMENT OF SOLICITATION NO.		
MCKINSEY COMPANY INC WASHIN 1200 19TH ST NW SUITE 1100 WASHINGTON DC 200362412	GTON DC	98 × 10 × G;	A MODIFICATION OF CONTRACT/ORDER NO S-10F-0118S SCECR-17-F-00003 B. DATED (SEE ITEM 13)	D.	
CODE 8252293180000	FACILITY CODE	1 1	2/26/2016		
	11. THIS ITEM ONLY APPLIES TO	AMEND	MENTS OF SOLICITATIONS		
THE PLACE DESIGNATED FOR THE RECEIPT OF virtue of this amendment you desire to change an offer reference to the solicitation and this amendment, and 12. ACCOUNTING AND APPROPRIATION DATA (If register Schedule 13. THIS ITEM ONLY APPLIES TO METER AND APPLIES TO A	or already submitted , such change may is received prior to the opening hour an uired)	be made d date sp	by telegram or letter, provided each telegram or	letter makes	
A. THIS CHANGE ORDER IS ISSUED IN ORDER NO. IN ITEM 10A.	PURSUANT TO: (Specify authority) TH	E CHANC	GES SET FORTH IN ITEM 14 ARE MADE IN TH	E CONTRACT	
B. THE ABOVE NUMBERED CONTRAC appropriation date, etc.) SET FORTH C. THIS SUPPLEMENTAL AGREEMEN			MINISTRATIVE CHANGES (such as changes in OF FAR 43.103(b). TY OF:	n paying office,	
D. OTHER (Specify type of modification	and authority)			-	
IMPORTANT: Contractor 🗵 is not.	is required to sign this document ar	nd return	copies to the issuing	office.	
4. DESCRIPTION OF AMENDMENT/MODIFICATION				e.)	
DUNS Number: 825229318 COR: (b)(6); (b)(7)(C) (202) 732 Contracting Officer: (b)(6); Contract Specialist: (b)(6); (b)(7) The purpose of this administ ayment Plan.	<u> </u>	//6)· /h)/	th.	ned Mile	stone
ll other terms and condition xempt Action: N eriod of Performance: 01/03					
except as provided herein, all terms and conditions of the SA. NAME AND TITLE OF SIGNER (Type or print)	e document referenced in Item 9 A or 10	16A.	retofore changed, remains unchanged and in fu NAME AND TITLE OF CONTRACTING OFFIC (b)(7)(C)		
5B. CONTRACTOR/OFFEROR	15C. DATE SIGNED				16C. DATE SIGNED
(Signature of person authorized to sign)			prficer)	ANDARD FOR	M 30 (REV. 10-83)
Previous edition unusable			Pre	scribed by GS. R (48 CFR) 53.	A

2019-ICLI-00048 1162

Milestone Payment Schedule ICE ERO Transformation Task 3, TCO Procurement Strategy, and Talent Management Strategy January 4, 2017

Task 3: Pilot, refine, and implement the Task 2 recommendations

Deliverable	Delivery Date	Amount
STEP 1a		
Progress update	1/30/17	(b)(4)
Progress update	2/27/17	
Progress update	3/27/17	
Draft set of materials to support roll out of ERO 2.0. These materials could include, for example: "week in the life" depictions of key roles (e.g., FODs, SDDOs), "how to" guides for key processes (e.g., enforcement, removals, performance management), job aides (e.g., simple reference guides for front-line staff), and communications materials	4/24/17	
Successful "alpha" test of the new model	-	
STEP 1b		
Progress update	5/22/17	П Г
Successful "beta" test of the new model	6/19/17	
Refined recommendations, based on learnings from the pilot		
Refined set of materials, based on learnings from the pilot		
Refined implementation strategies (e.g., master schedule of overall		
implementation timing, sequencing of key initiatives, resource needs), based on learnings from the pilot		
STEP 2a		
Progress update	7/17/17	
Bootcamp training materials for ERO individuals leading the charge.	8/14/17	
These materials would include both "hard" skills (e.g., instruction on the		
new enforcement and removals processes) and "soft" skills (e.g., change		
management, influencing, feedback and coaching)		
STEP 2b		
Progress update	9/11/17	
Successful implementation of the new model in Wave 1 field offices	10/9/17	
Refined set of materials, based on learnings from Wave 1		

Task 4: Improve ICE's and ERO's procurement strategy (most notably in detention), and transition to a Total Cost of Ownership approach

Deliverable	Delivery Date	Amount
STEP 1		(1. N. (1)
Detailed should cost estimate for the focus service in each contract.	2/27/17	(b)(4)
Estimate of opportunity across all procurement by extrapolating based on		
findings from sample set of 3-4 contracts.		l L
STEP 2		
Prioritized lists of the requirements for modeling TCO across mission	4/10/17	
lifecycle.		
Set of logic flows that collectively illustrate the relationships to be captured		
by a MVP version of a TCO model, including the initial data sets that feed		
the TCO estimate, as defined by requirements established in the first		
stage	_	
Data sets to be used in developing a TCO estimate for ICE, including both		
cost and performance factors, as well as a list of data gaps and potential		
workarounds or recommendations for future data collection to fill those		
gaps.	E/00/47	(b)(4)
MVP version of a TCO model, including the specific data sets required as	5/22/17	
inputs, the levers available to users, and the desired outputs.		(for all 5/22
Perspective on the total value at stake and how ICE can capture		deliverables)
STEP 3	E/00/47	la alcoda al im
Negotiation strategy to capture value from the "should cost" analysis for 3	5/22/17	Included in
- 4 priority contracts from Step 1, including a summary of sources of		above
leverage in negotiation	-	amount
Negotiation "script" for 3 – 4 priority contracts from Step 1	_	
Capability building workshops for negotiation & contract analysis team to		
build skills to manage negotiations and achieve "best value" outcome for ICE		
Recommendation on which contracts OAQ should prioritize going forward	_	
for analysis based on both size of potential opportunity and contract timing		
Process to use TCO model, should cost, and other procurement tools to	-	
regularly assess and improve value gained from high priority ICE spend		
areas		
STEP 4		
Evaluation of ICE pricing tools and databases versus best-in-class for	5/22/17	Included in
obtaining optimal pricing / should cost estimates	O/ZZ/17	above
Evaluation of ICE capabilities vs. those required to obtain best-in-class	1	amount
pricing; summary of gaps that must be closed to reach best-in-class		amount
Evaluation of how ICE sets priorities for which contracts to conduct price	1	
analysis; evaluation of ICE effectiveness in closing difference between		
today's price vs. should cost		
Evaluation of ICE metrics / tracking methodology for driving "best value"	1	
vs. those used by organizations that achieve best-in-class pricing,		
including use / effectiveness of management tools such as dashboards		
Evaluation of how effectively OAQ organization engages with ICE/ERO	1	
leadership and other stakeholders (e.g., AORs) to build excitement and		
gain buy in for its efforts – or to push for best value procurement decisions		
Evaluation of OAQ organization roles and responsibilities versus	1	
organizations that achieve best-in-class pricing		
1 2	•	

Task 5: Enhance talent management for all employees, by investing significantly in recruiting, hiring, and developing front-line staff, supervisors, and leaders

Deliverable	Delivery Date	Amount
STEP 1		
Factual baseline and assessment of current talent management	2/13/17	(b)(4)
processes, systems and practices across levels and segments		
Prioritized set of gaps that must be addressed in Step Two		
Talent management strategy with analysis and references	3/13/17	
Detailed recommendations on changes needed to existing practices,		
processes, and systems required to close key gaps		
Alignment across key stakeholders on overall vision for talent		
management and key gaps and capabilities that need to be addressed		
STEP 2		
Identification of ERO leadership sponsors to carry initiatives through to	4/17/17	
national level implementation		
Prioritized set of initiatives, with some initiatives piloted and adjustments	5/22/17	
made based on findings		
Communications materials to provide an understanding of the changes		
and effort by ERO's staff		

AMENDMENT OF SOLICITATION/MODIFIC	ATION OF CONTRACT		1, CONTRACT ID CODE		PAGE OF	1
2. AMENDMENT/MODIFICATION NO.	3. EFFECTIVE DATE	A RE	QUISITION/PURCHASE REQ. NO.	5 PR	OJECT NO), (If applicable)
P00002	See Block 16C	1.0	117EROLESA0017			, (,,
6, ISSUED BY CODE	ICE/DCR	7, AI	DMINISTERED BY (If other than Item 6)	CODE	ICE/	DCR
ICEDETENTION COMPLIANCE RENIMMIGRATION AND CUSTOMS ENFO OFFICE OF ACQUISITION MANAGE 801 I STREET NW (b)(6): WASHINGTON DC 20536		IMN OFI 803	EDETENTION COMPLIANCE REMIGRATION AND CUSTOMS ENERGICE OF ACQUISITION MANAGED IN STREET NW (b)(6): SHINGTON DC 20536		EMENT	
8, NAME AND ADDRESS OF CONTRACTOR (No.; street	t, county, State and ZIP Code)	(x) 9	A, AMENDMENT OF SOLICITATION NO.			
MCKINSEY COMPANY INC WASHIN 1200 19TH ST NW SUITE 1100 WASHINGTON DC 200362412	GTON DC	x 10	0A. MODIFICATION OF CONTRACT/ORDER NO GS-10F-0118S HSCECR-17-F-00003 0B. DATED (SEE ITEM 13)	D,		
CODE 8252293180000	FACILITY CODE	1	12/26/2016			
	11. THIS ITEM ONLY APPLIES TO	AMENE	DMENTS OF SOLICITATIONS			
separate letter or telegram which includes a reference THE PLACE DESIGNATED FOR THE RECEIPT OF virtue of this amendment you desire to change an off reference to the solicitation and this amendment, and 12. ACCOUNTING AND APPROPRIATION DATA (If received the See Schedule	e to the solicitation and amendment numb OFFERS PRIOR TO THE HOUR AND Do er already submitted , such change may b I is received prior to the opening hour and puired) Net	pers, I ATE SF pe mad I date s	PECIFIED MAY RESULT IN REJECTION OF YOU de by telegram or letter, provided each telegram o specified.	BE REUR OF retter	FER If by makes	.51
2						
B, THE ABOVE NUMBERED CONTRA appropriation date, etc.) SET FORT	CT/ORDER IS MODIFIED TO REFLECT H IN ITEM 14, PURSUANT TO THE AUT NT IS ENTERED INTO PURSUANT TO A	THE A	NGES SET FORTH IN ITEM 14 ARE MADE IN THE ADMINISTRATIVE CHANGES (such as changes in TY OF FAR 43,103(b).			
D. OTHER (Specify type of modification	n and authority)					
E. IMPORTANT: Contractor is not.	🗵 is required to sign this document ar	d relur	m 1 copies to the issuing	office	e:	
14 DESCRIPTION OF AMENDMENT/MODIFICATION DUNS Number: 825229318	2-{(b)(6); (b)(7)(C) (C) (202) 732-{(b)(6); (b)(7) (7)(C) (202) 732-2(b))(C))(6); ((b)(7)(C)		01, 20	001, and
All other terms and condition Exempt Action: N Sensitive M Discount 'l'erms: Continued Except as provided herein, all terms and conditions of the sensitive of the sensitive M 15A, NAME AND TITLE OF SIGNER (Type or print) (b)(6); (b)(7)(C) Parking 15B, to (b)(6); (b)(7)(C)	Award: NONE the document referenced in Item 9 A or 1	(b)	A, NAME AND TITLE OF CONTRACTING OFFICE (6); (b)(7)(C) B. UNITED STATES OF AMERICA		ype or prin	
(0)(0), (0)(1)(0)	2/16/13	> (p)(6); (b)(7)(C)			02/16/2017
NSN 7540-0-102-007-0 Previous edition unusable	-/ ///		Pr	rescrib	ARD FORM ed by GSA CFR) 53.2	

	REFERENCE NO, OF DOCUMENT BEING CONTINUED	PAGE	OF
CONTINUATION SHEET	GS-10F-0118S/HSCECR-17-F-00003/P00002	2	2

NAME OF OFFEROR OR CONTRACTOR

ITEM NO.	SUPPLIES/SERVICES	QUANTITY		UNIT PRICE	AMOUNT
(A)	(B)	(C)	(D)	(E)	(F)
	Net 30				
	Accounting Info: (b)(7)(E)				
	FOB: Destination				
	Period of Performance: 01/03/2017 to 10/09/2017				'/#
	Change Item 1001 to read as follows(amount shown				×
	is the obligated amount):				
.001	Transformation Task 3	1			1,869,136.
	Step 1a: Test and refine the Task 2				
	recommendations in one 'alpha' pilot site Fully Funded Obligation Amount: (b)(4)				
	Incrementally Funded Amount: (b)(4)				
	India official and a second and				
			1 1		
	Change Item 2001 to read as follows(amount shown				
	is the obligated amount):		1 1		
2001	Total Cost of Ownership Procurement Strategy		11		234,689.
.001	Step 1		11		
	Fully Funded Obligation Amount: (b)(4)				
22	Incrementally Funded Amount: 4(h)(4)				
	Change Item 3001 to read as follows(amount shown				
	is the obligated amount):		11		
3001	Talent Management Strategy				489,049.
	Step 1: Strategy Development				
	Fully Funded Obligation Amount: (b)(4) Incrementally Funded Amount: (b)(4)		1 1		
	Incrementally runded Amount.		1 1		1
			1 1		
			1 1		
		1			
		1			
		1			-
	-				
		1			
		1			
		1			
	The state of the s				1

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT				CONTRACT ID CODE	7	PAGE OF	PAGES		
2. AMENDMENT/MODIFICATION NO.	3. EFFECTIVE		4. R	EQUISITION/PURCHASE REQ. NO.	5 PR	DJECT NO /	2 (If applicable)		
P00003	See Bloo			2117EROLESA0021	0.110		арричиниј		
6. ISSUED BY CODE	ICE/DCR	CK 10C	7. /	ADMINISTERED BY (If other than Item 6)	CODE	ICE/D	CR		
ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6); (b)(7)(C) WASHINGTON DC 20536				ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6); (b)(7)(C) WASHINGTON DC 20536					
8. NAME AND ADDRESS OF CONTRACTOR (No., street,	t, county, State and	ZIP Code)	(m)	9A. AMENDMENT OF SOLICITATION NO.					
MCKINSEY COMPANY INC WASHING 1200 19TH ST NW SUITE 1100 WASHINGTON DC 200362412			×	9B. DATED (SEE ITEM 11) 10A. MODIFICATION OF CONTRACT/ORDER N GS-10F-0118S HSCECR-17-F-00003	IO.				
0005	TEACH ITY COL	<u> </u>		10B. DATED (SEE ITEM 13)					
CODE 8252293180000	FACILITY COL			12/26/2016					
The above numbered solicitation is amended as set for				DMENTS OF SOLICITATIONS		is not exte			
THE PLACE DESIGNATED FOR THE RECEIPT OF C virtue of this amendment you desire to change an offe reference to the solicitation and this amendment, and 12. ACCOUNTING AND APPROPRIATION DATA (If requise Schedule 13. THIS ITEM ONLY APPLIES TO ME CHECK ONE A THIS CHANGE ORDER IS ISSUED E	er already submit is received prior uired)	ted , such change may but to the opening hour and Net	e ma date I t	de by telegram or letter, provided each telegram o specified.	2 , 757	makes 7,094.0			
	CT/ORDER IS MI H IN ITEM 14, PU	ODIFIED TO REFLECT T URSUANT TO THE AUTH	THE /	ADMINISTRATIVE CHANGES (such as changes of TY OF FAR 43.103(b). ORITY OF:		1,000			
D. OTHER (Specify type of modification	and authority)								
X FAR 52.217-9									
E. IMPORTANT: Contractor is not.	x is required t	o sign this document and	l retu	rm1 copies to the issuing	g office.				
14. DESCRIPTION OF AMENDMENT/MODIFICATION (DUNS Number: 825229318 COR: (b)(6); (b)(7)(C) (202) 732 Contracting Officer: (b)(6); (b)(7)(C) Contract Specialist: (b)(6); (b)(7)(C)	(b)(6); (b)(7)		(C)		ole.)				
The purpose of this modificate 1) provide incremental fundit Task 3. This CLIN is now ful	ng in the	e amount of (1			rans	format	ion		
2) exercise CLIN 2002, Total			tep	2. Incremental funding	is p	rovide	d in		
Continued									
Except as provided herein, all terms and conditions of the 15A. NAME AND TITLE OF SIGNER (Type or print)	e document refe	renced in Item 9 A or 10/	16	heretofore changed, remains unchanged and in f A. NAME AND TITLE OF CONTRACTING OFFIC (6): (b)(7)(C)					
15B. CONTRACTOR/OFFEROR		15C. DATE SIGNED		B. LINITED STATES OF AMERICA)(6); (b)(7)(C)		16C.	DATE SIGNED		
(Signature of person authorized to sign)				(Signature of Contracting Officer)	TANDAT		(DEV. 40.90)		
NSN 7540-01-152-8070				S	TANDAR	KD FORM 30	(REV. 10-83)		

REFERENCE NO. OF DOCUMENT BEING CONTINUED PAGE OF **CONTINUATION SHEET** GS-10F-0118S/HSCECR-17-F-00003/P00003 2 2

NAME OF OFFEROR OR CONTRACTOR

ITEM NO.	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
(A)	(B)	(C)	(D)	(E)	(F)
.001 2002	the amount of (b)(4) 3) exercise CLIN 3002, Talent Management Strategy Step 2. Incremental funding is provided in the amount of (b)(4) All other terms and conditions remain the same. Exempt Action: N Sensitive Award: NONE Discount Terms: Net 30 Accounting Info: (b)(7)(E) FOB: Destination Period of Performance: 01/03/2017 to 10/09/2017 Change Item 1001 to read as follows (amount shown is the obligated amount): Transformation Task 3 Step 1a: Test and refine the Task 2 recommendations in one 'alpha' pilot site Fully Funded Obligation Amount: (b)(4) Incrementally Funded Amount: (b)(4) Change Item 2002 to read as follows (amount shown is the obligated amount): Total Cost of Ownership Procurement Strategy Steps 2-4			(E)	754,359.
3002	Fully Funded Obligation Amount: (b)(4) Incrementally Funded Amount: (b)(4) Product/Service Code: R799 Product/Service Description: SUPPORT- MANAGEMENT: OTHER Change Item 3002 to read as follows(amount shown is the obligated amount): Talent Management Strategy Step 2: Strategy Implementation Fully Funded Obligation Amount: (b)(4) Incrementally Funded Amount: (b)(4) Product/Service Code: R799 Product/Service Description: SUPPORT- MANAGEMENT: OTHER				820,905.

AMENDMENT OF SOLICITATION/MODIFICATION	ATION OF CONTRACT		1. CONTRACT ID CODE		SE OF PAGES		
2, AMENDMENT/MODIFICATION NO.	3. EFFECTIVE DATE	4. REO	JISITION/PURCHASE REQ. NO.	5. PROJEC	1 3 CT NO. (If applicable)		
			Schedule	100.	777 7525		
P00004 6, ISSUED BY CODE	See Block 16C ICE/DCR	7. ADN	INISTERED BY (If other than Item 6)	CODE I	CE/DCR		
ICEDETENTION COMPLIANCE REMINIFICATION AND CUSTOMS ENFO OFFICE OF ACQUISITION MANAGE 801 I STREET NW (b)(6); (b)(7)(C) WASHINGTON DC 20536	IMMI OFFI 801	ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6); WASHINGTON DC 20536					
8. NAME AND ADDRESS OF CONTRACTOR (No., street	. county, State and ZIP Code)	(A) 9A.	AMENDMENT OF SOLICITATION NO.				
MCKINSEY COMPANY INC WASHING 1200 19TH ST NW SUITE 1100 WASHINGTON DC 200362412		x 10A GS	DATED (SEE ITEM 11) MODIFICATION OF CONTRACT/ORDER -10F-0118S CECR-17-F-00003 DATED (SEE ITEM 13)	R NO.			
CODE 8252293180000	FACILITY CODE		2/26/2016				
"	11. THIS ITEM ONLY APPLIES	S TO AMENDM	ENTS OF SOLICITATIONS		s not extended.		
separate letter or telegram which includes a reference THE PLACE DESIGNATED FOR THE RECEIPT OF 0 virtue of this amendment you desire to change an offer reference to the solicitation and this amendment, and 12. ACCOUNTING AND APPROPRIATION DATA (If requise See Schedule	e to the solicitation and amendment OFFERS PRIOR TO THE HOUR Al or already submitted, such change is received prior to the opening hou uired)	numbers, FA ND DATE SPE may be made b ur and date spe Net Inc	CIFIED MAY RESULT IN REJECTION OF by telegram or letter, provided each telegra cified. rease:	YOUR OFFER am or letter make \$2,757,0	VED AT If by es		
13. THIS ITEM ONLY APPLIES TO M	ODIFICATION OF CONTRACTS/O	RDERS. IT MO	DIFIES THE CONTRACT/ORDER NO. AS	DESCRIBED IN	ITEM 14.		
			ES SET FORTH IN ITEM 14 ARE MADE I MINISTRATIVE CHANGES (such as chang OF FAR 43.103(b).				
C. THIS SUPPLEMENTAL AGREEMEN	T IS ENTERED INTO PURSUANT	TO AUTHORI	TY OF:				
D. OTHER (Specify type of modification	and authority)						
X FAR 52.217-9	X is required to sign this docume		copies to the iss				
E.IMPORTANT: Contractor is not. 14. DESCRIPTION OF AMENDMENT/MODIFICATION DUNS Number: 825229318 COR: (h)(6) (h)(7)(C) (202) 732 Contracting Officer: (h)(6) (h)(7)(C) Contract Specialist: (b)(6); (b)(7)	(Organized by UCF section headin -(b)(6): (b)(7)(C) C) (202) 732-(b)(6):	gs, including s	olicitation/contract subject matter where fe				
The purpose of this modifica	tion is to accomp	lish the	e following:				
1) Exercise CLIN 1002 and pr	ovide incremental	fundin	g in the amount of (b)	(4)			
2) Provide incremental fundi	ng in the amount	of (b)(4)	to CLIN 200	2.			
Continued							
Except as provided herein, all terms and conditions of the	ne document referenced in Item 9 A						
(b)(6); (b)(7)(C) Partner			NAME AND TITLE OF CONTRACTING O); (b)(7)(C)	FFIUER (Type C	и ринц		
15B. CONTRACTOR/OFFERON (b)(6); (b)(7)(C)	15C. DATE SIGN	IED (b)(6	INITED STATES OF AMERICA); (b)(7)(C)		16C. DATE SIGNED		
1000, 1000, 1000	5/3/2017]		
(Signature of person authorized to sign) NSN 7540-01-152-8070 Previous edition unusable			(Signature of Contracting Officer)	STANDARD F Prescribed by FAR (48 CFR			

		to a service	
CONTINUATION SHEET G	REFERENCE NO, OF DOCUMENT BEING CONTINUED	PAGE C)F
	GS-10F-0118S/HSCECR-17-F-00003/P00004	2	3

NAME OF OFFEROR OR CONTRACTOR
MCKINSEY COMPANY INC WASHINGTON DC

ITEM NO.	SUPPLIES/SERVICES	QUANTITY	7 27	UNIT PRICE	AMOUNT
(A)	(B)	(C)	(D)	(E)	(F)
	3) Provide incremental funding in the amount of				
	(b)(4) to CLIN 3002.				
	21				
		1			
	All other terms and conditions remain the same.	42			
	Exempt Action: N Sensitive Award: NONE				
	Delivery: 30 Days After Award Discount Terms:				
	Net 30				
	Delivery Location Code: ICE/ERO				
	ICE ENFORCEMENT REMOVAL	l	1 1		
	IMMIGRATION AND CUSTOMS ENFORCEMENT	l	11		
	801 I STREET NW		11		
	(b)(4)	ł		l l	
	WASHINGTON DC 20536	1			
		i	11		
	Accounting Info:		1 1		
	(b)(7)(E)		1 1		
			H	1	
			11	1	
	FOB: Destination		11		
	Period of Performance: 01/03/2017 to 10/09/2017		11		
	Change Item 1002 to read as follows(amount shown		11	1	
	is the obligated amount):		11		
	is the obligated amount;		11		
1002	Transformation Task 3		H		754,360.0
2002	Step 1b: Test and refine the Task 2				
	recommendations in two 'beta' pilot sites		1 1		
	Fully Funded Obligation Amount: (b)(4)		1 1		
	Incrementally Funded Amount: (b)(4)				
	Product/Service Code: R799				
	Product/Service Description: SUPPORT- MANAGEMENT:				
	OTHER		11		
	Requisition No: 192117EROLESA0026		11		
			1 1		
	Change Item 2002 to read as follows (amount shown		11		
	is the obligated amount):		11		
	To the obligated amount,		1 1		
2002	Total Cost of Ownership Procurement Strategy				1,181,830.0
	Steps 2-4		1 1		
	Fully Funded Obligation Amount: (h)(4)		1 1		
	Incrementally Funded Amount: (b)(4)	1	1 1		
	Product/Service Code: R799	1	1 1		
	Product/Service Description: SUPPORT- MANAGEMENT:	1	1 1		
	OTHER	1	1 1		
	Requisition No: 192117EROLESA0021,	1	1 1		
	192117EROLESA0026	1	1 1		
	Continued	1		1	
	Continued				
		1			
		1	1 1		
	I .				

21012200	REFERENCE NO. OF DOCUMENT BEING CONTINUED			
CONTINUATION SHEET	GS-10F-0118S/HSCECR-17-F-00003/P00004	3	3	

NAME OF OFFEROR OR CONTRACTOR

TEM NO.	SUPPLIES/SERVICES	QUANTITY		UNIT PRICE	AMOUNT
(A)	(B)	(C)	(D)	(E)	(F)
	Change Item 3002 to read as follows(amount shown is the obligated amount):				
	is the obligated amount).				
002	Talent Management Strategy				820,905
	Step 2: Strategy Implementation				
	Fully Funded Obligation Amount: (b)(4)	l			
	Incrementally Funded Amount: (b)(4) Product/Service Code: R799				
	Product/Service Description: SUPPORT- MANAGEMENT:				
	OTHER				
	Requisition No: 192117EROLESA0021,	l			
	192117EROLESA0026				
				N	
	4				
				· ·	
		1			
		l			
			1		
				l I	
		1	1		

AMENDAME	NT OF SOLICITATION/MODIFIC	ATION OF CONTRACT		1, CONTRACT ID CODE	PAG	GE OF PAGES			
AMIENDINE	INT OF SOLICITATION/MODIFICA					1 2			
2. AMENDMEN	NT/MODIFICATION NO.	3. EFFECTIVE DATE		QUISITION/PURCHASE REQ, NO, 117EROLESA0021	5. PROJEC	CT NO. (If applicable)			
P00005	0005	See Block 16C			CODE I-	an /nan			
CODE ICE/DCR ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6); WASHINGTON DC 20536				7. ADMINISTERED BY (If other than Item 6) CODE ICE/DCR ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6); (b)(7)(C) WASHINGTON DC 20536					
9 NAME AND	ADDRESS OF CONTRACTOR (No., street	county State and ZID Code)	la	A, AMENDMENT OF SOLICITATION NO.					
MCKINSEY 1200 19T SUITE 11	COMPANY INC WASHING		(X) 98 X 10 H	DA, MODIFICATION OF CONTRACT/ORDER NO S-10F-0118S SCECR-17-F-00003 DB, DATED (SEE ITEM 13)	D.				
CODE 82	52293180000	FACILITY CODE	7 :	12/26/2016					
	numbered solicitation is amended as set fo	11. THIS ITEM ONLY APPLIES TO				s not extended.			
Items 8 and separate let THE PLACE virtue of this reference to	Interpretable the solution of the solution and the solution and the solution and the solution and this amendment, and the solution and	pies of the amendment; (b) By acknowle to the solicitation and amendment nun DFFERS PRIOR TO THE HOUR AND I or already submitted, such change may is received prior to the opening hour ar uired)	ledging re nbers, F DATE SP be made nd date s	tion or as amended, by one of the following met eceipt of this amendment on each copy of the official URE OF YOUR ACKNOWLEDGEMENT TO ECIFIED MAY RESULT IN REJECTION OF YOU a by telegram or letter, provided each telegram or pecified.	er submitted BE RECEIN JR OFFER r letter mak	d; or (c) By /ED AT If by es			
CHECK ONE	. THE CHANGE OPPED IS 100 IFE	DUDGUANT TO COit sutherful TI	IE CHAN	OFC CET FORTH IN ITEM 14 ARE MADE IN TH	IE CONTR	ACT			
CHECK ONE	ORDER NO. IN ITEM 10A	PURSUANT TO: (Specify authority) TH	IE CHAN	GES SET FORTH IN ITEM 14 ARE MADE IN TH	IE CONTRA	101			
•	B. THE ABOVE NUMBERED CONTRAC appropriation date, etc.) SET FORTH	CT/ORDER IS MODIFIED TO REFLEC 1 IN ITEM 14, PURSUANT TO THE AU	T THE AL	OMINISTRATIVE CHANGES (such as changes in Y OF FAR 43,103(b).	n paying off	ice,			
	C. THIS SUPPLEMENTAL AGREEMEN	T IS ENTERED INTO PURSUANT TO	AUTHOR	RITY OF:					
Х	D. OTHER (Specify type of modification FAR 52.212-4(c)	and authority)							
E. IMPORTAN		X is required to sign this document a							
DUNS Nur COR: (h)(Contract	mber: 825229318 (6) (b)(7)(C) (202) 732	-(b)(6): (b)(7)(C) (202) 732-(b)(6): (b)	(7\(C <u>)</u>	solicitation/contract subject matter where feasible	(e.)				
The purp 3002 at as follo	no additional cost t	tion is to extend to the Government. T	he pe	eriod of performance for eriod of performance for	CLINs these	2002 and CLINS is			
CLIN 300 Continue	ovided herein, all terms and conditions of the	/2017		neretofore changed, remains unchanged and in fo					
15A, NAME A	ND TITLE OF SIGNER (Type or print) (b)(6); (b)(7)(C)	SENGR PARTHAR		. NAME AND TITLE OF CONTRACTING OFFIC (6); (b)(7)(C)	ER (Type o	r print)			
(b)(6); (b)(7))(C)	15C. DATE SIGNED		6); (b)(7)(C) (Signature of Contracting Officer)		16C. DATE SIGNED			
NSN 7540-01 Previous edition	-152-8070			Pr	ANDARD F escribed by AR (48 CFR)				

CONTINUATION SHEET	REFERENCE NO. OF DOCUMENT BEING CONTINUED	PAGE O	F
	GS-10F-0118S/HSCECR-17-F-00003/P00005	2	2

NAME OF OFFEROR OR CONTRACTOR
MCKINSEY COMPANY INC WASHINGTON DC

TEM NO.	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
(A)	(B)	(C)	(D)	(E)	(F)
	All other terms and conditions remain the same.		ı		
	Exempt Action: N Sensitive Award: NONE		l		
	Delivery: 30 Days After Award		l		
	Discount Terms:		l		
	Net 30		П		
	Delivery Location Code: ICE/ERO		l		
	ICE ENFORCEMENT REMOVAL				
	IMMIGRATION AND CUSTOMS ENFORCEMENT				
	801 I STREET NW				
	(b)(6); (b)(7)(C)		l		
	WASHINGTON DC 20536				
	Accounting Info:				
	(b)(7)(E)				
			l		
			l		
	FOB: Destination				
	Period of Performance: 01/03/2017 to 10/09/2017		1		
	al and a fallows (amount about		1		
	Change Item 2002 to read as follows (amount shown				
	is the obligated amount):			1	
02	Total Cost of Ownership Procurement Strategy				0
02			1	1	
	Steps 2-4		ı		
	Fully Funded Obligation Amount: (b)(4)	1	ı		
	Incrementally Funded Amount: (b)(4)				
	Product/Service Code: R799		ı		
	Product/Service Description: SUPPORT- MANAGEMENT:		1		
	OTHER				
	Change Item 3002 to read as follows (amount shown				
	is the obligated amount):		Ш		
	and the objective amount,		L		
002	Talent Management Strategy		1		0
	Step 2: Strategy Implementation	1			
	Fully Funded Obligation Amount: (h)(4)				
	Incrementally Funded Amount: (b)(4)			1	
	Product/Service Code: R799			1	
			1		
	Product/Service Description: SUPPORT- MANAGEMENT:				
	OTHER		1 -		
			1		
		1			
	20				
			1		
			1	1	

AMENDMENT OF SOLICITATION/MODIFICA	ATION OF CONTRACT	г	CONTRACT ID CODE	PAGE OF PAGES				
2. AMENDMENT/MODIFICATION NO.	3. EFFECTIVE DATE		REQUISITION/PURCHASE REQ. NO.	5. PROJECT NO. (If applicable	le)			
P00006	See Block 16C		2117EROLESA0032	5. T. T. SECT. 110. (III applicable	,			
6. ISSUED BY CODE	ICE/DCR		ADMINISTERED BY (If other than Item 6)	CODE ICE/DCR				
ICEDETENTION COMPLIANCE REM IMMIGRATION AND CUSTOMS ENFO OFFICE OF ACQUISITION MANAGE 801 I STREET NW (b)(6); (b)(7)(C) WASHINGTON DC 20536	IOVALS PRCEMENT	1I OH 08	ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6); (b)(7)(C) WASHINGTON DC 20536					
8. NAME AND ADDRESS OF CONTRACTOR (No., street.	. county, State and ZIP Code)	()	9A. AMENDMENT OF SOLICITATION NO.					
MCKINSEY COMPANY INC WASHING 1200 19TH ST NW SUITE 1100 WASHINGTON DC 200362412		x	9B. DATED (SEE ITEM 11) 10A. MODIFICATION OF CONTRACT/ORDER GS-10F-0118S HSCECR-17-F-00003	NO.				
CODE 8252293180000	FACILITY CODE		10B. DATED (SEE ITEM 13)					
8252293180000		DI IEC TO AMEN	12/26/2016					
The above numbered solicitation is amended as set fo	1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1		or receipt of Offers	tended. is not extended.				
CHECK ONE A. THIS CHANGE ORDER IS ISSUED FORDER NO. IN ITEM 10A.	is received prior to the opening uired) ODIFICATION OF CONTRACE PURSUANT TO: (Specify author)	ng hour and date Net I CTS/ORDERS. IT thority) THE CHA	specified. ncrease: MODIFIES THE CONTRACT/ORDER NO. AS DAMAGES SET FORTH IN ITEM 14 ARE MADE IN	\$754,360.00 DESCRIBED IN ITEM 14. THE CONTRACT				
appropriation date, etc.) SET FORTH			ADMINISTRATIVE CHANGES (such as change ITY OF FAR 43.103(b).	s in paying unice,				
C. THIS SOFFLEWENTAL AGREEMEN	I IS ENTERED INTO PORSE	DANT TO AUTH	SKITT OF.					
D. OTHER (Specify type of modification	and authority)							
X 52.217-9								
E. IMPORTANT: Contractor is not.	X is required to sign this do	ocument and retu	urn1 copies to the issu	ing office.				
14. DESCRIPTION OF AMENDMENT/MODIFICATION (DUNS Number: 825229318	Organized by UCF section h	neadings, includir	ng solicitation/contract subject matter where feat	sible.)				
	-(b)(6); (b)(7)(C)							
Contracting Officer:(b)(6); (b)(7)(0								
Contract Specialist: (b)(6); (b)(7)	(C) (202)	732 -(b)(6) ; (l	b)(7)(C)					
The purpose of this modification (b)(4) to CLIN 1002. The performance (April 25, 2017)	is CLIN is now	fully fu	remental funding in the unded through the full p					
All other terms and condition	ns remain the :	same.						
Exempt Action: N Sensitive Ar	ward: NONE							
Except as provided herein, all terms and conditions of th	e document referenced in Ite	em 9 A or 10A, as	heretofore changed, remains unchanged and in	n full force and effect.				
15A. NAME AND TITLE OF SIGNER (Type or print)		16	SA. NAME AND TITLE OF CONTRACTING OFF					
15B. CONTRACTOR/OFFEROR	15C. DATE	SIGNED 16	SR LINITED STATES OF AMERICA ()(6); (b)(7)(C)	16C. DATE SIG	SNED			
(Signature of person authorized to sign)		-	(Signature of Contracting Officer)	———————————————————————————————————————				
NSN 7540-01-152-8070				STANDARD FORM 30 (REV. 10-	83)			

 CONTINUATION SHEET
 REFERENCE NO. OF DOCUMENT BEING CONTINUED
 PAGE
 OF

 GS-10F-0118S/HSCECR-17-F-00003/P00006
 2
 2

NAME OF OFFEROR OR CONTRACTOR

ITEM NO. (A)	SUPPLIES/SERVICES (B)	QUANTITY (C)	(D)	UNIT PRICE (E)	AMOUNT (F)
(A)		(C)	(D)	(E)	(F)
1002	Delivery: 30 Days After Award Discount Terms: Net 30 Delivery Location Code: ICE/ERO ICE ENFORCEMENT REMOVAL IMMIGRATION AND CUSTOMS ENFORCEMENT 801 I STREET NW (b)(6)(0)(7)(C) WASHINGTON DC 20536 Accounting Info: (b)(7)(E) FOB: Destination Period of Performance: 01/03/2017 to 10/09/2017 Change Item 1002 to read as follows (amount shown is the obligated amount): Transformation Task 3 Step 1b: Test and refine the Task 2 recommendations in two 'beta' pilot sites Fully Funded Obligation Amount: (b)(4) Incrementally Funded Amount: (b)(4) Incrementally Funded Amount: S(D)(4) Product/Service Code: R799 Product/Service Description: SUPPORT- MANAGEMENT: OTHER				754,360.0

AMENDMENT OF SOLICITATION/MODIFICA	ATION OF CONTRACT		1. CONTRACT ID CODE	PAGE	OF PAGES
AMENDMENT OF GOLIGITATION/MIGDIFIC/				1	2
2. AMENDMENT/MODIFICATION NO.	3. EFFECTIVE DATE		QUISITION/PURCHASE REQ. NO.	5. PROJECT	NO. (If applicable)
P00007	See Block 16C	192	117EROLESA0033		
6. ISSUED BY CODE	ICE/DCR	7. AI	OMINISTERED BY (If other than Item 6)	CODE IC	E/DCR
ICEDETENTION COMPLIANCE REM IMMIGRATION AND CUSTOMS ENFO OFFICE OF ACQUISITION MANAGE 801 I STREET NW (b)(6):(b)(7)(C) WASHINGTON DC 20536	IMN OFI 801	EDETENTION COMPLIANCE MIGRATION AND CUSTOMS IF FICE OF ACQUISITION MAI L I STREET NW WAYER OF THE BHINGTON DC 20536	NAGEMENT	NT	
A NAME AND ADDRESS OF CONTRACTOR (I			A AMENICATION OF COLUMNATION NO		
8. NAME AND ADDRESS OF CONTRACTOR (No., street, MCKINSEY COMPANY INC WASHING 1200 19TH ST NW SUITE 1100 WASHINGTON DC 200362412		(x)	A. AMENDMENT OF SOLICITATION NO. B. DATED (SEE ITEM 11)		
ADMINGTON DO 200302412		A G	DA. MODIFICATION OF CONTRACT/ORDE IS - 10F - 0118S ISCECR - 17 - F - 00003 DB. DATED (SEE ITEM 13)	R NO.	
CODE 9252293180000	FACILITY CODE				
CODE 8252293180000			12/26/2016		
The above numbered solicitation is amended as set fo	11. THIS ITEM ONLY APPLIES			extended. is n	ot extended.
	odification of contracts/or	Net In	crease: MODIFIES THE CONTRACT/ORDER NO. AS		ΓΕΜ 14.
	CT/ORDER IS MODIFIED TO REFL I IN ITEM 14, PURSUANT TO THE	ECT THE AI	OMINISTRATIVE CHANGES (such as changed of FAR 43.103(b).		
D. OTHER (Specify type of modification	and authority)				
X 52.217-9	and additionty)				
E. IMPORTANT: Contractor X is not,	is required to sign this docume	ent and return	copies to the iss	suing office	
14. DESCRIPTION OF AMENDMENT/MODIFICATION (DUNS Number: 825229318	-(b)(6): (b)(7)(C) (202) 732-(b)(6); (t	b)(7)(C)		easible.)	
The purpose of this modification (b)(4) to CLIN 1003 and			emental funding in the on of this task order		
All other terms and condition Exempt Action: N Sensitive And Discount Terms:	ward: NONE			NA - NA -	<i>4</i>
Except as provided herein, all terms and conditions of the 15A. NAME AND TITLE OF SIGNER (Type or print)	e document referenced in Item 9 A				
TON. TANKE AND TITLE OF STONER (Type or print)			. NAME AND TITLE OF CONTRACTING O 6); (b)(7)(C)	FRICER (Type of f	un)
15B. CONTRACTOR/OFFEROR	15C. DATE SIGNE	ED 469	(b)(7)(C)		16C. DATE SIGNED
(Signature of person authorized to sign)		<u> </u>	(Signature of Contracting Officer)		
NSN 7540-01-152-8070	1		, - g	STANDARD FOR	RM 30 (REV. 10-83)

 CONTINUATION SHEET
 REFERENCE NO. OF DOCUMENT BEING CONTINUED
 PAGE
 OF

 GS-10F-0118S/HSCECR-17-F-00003/P00007
 2
 2

NAME OF OFFEROR OR CONTRACTOR

ITEM NO.	SUPPLIES/SERVICES	QUANTITY		UNIT PRICE	AMOUNT
(A)	(B)	(C)	(D)	(E)	(F)
	Net 30				
	Accounting Info: (b)(7)(E)				
	(6)(1)(2)				
	FOB: Destination				
	Period of Performance: 01/03/2017 to 10/09/2017				
	Change Item 1003 to read as follows(amount shown				
	is the obligated amount):				

1003	Transformation Task 3				787,886.
	Step 2a: Support wave implementation and build capabilities in 4 Wave 1 sites				
	Fully Funded Obligation Amount: [h)(4)				
	Incrementally Funded Amount: (b)(4)				
	Product/Service Code: R799				
	Product/Service Description: SUPPORT- MANAGEMENT:				
	OTHER				
			H		
				l	
				l	
				l	
				l	
			Ιl		

AMENDMENT OF SOLICITATION/M	ODIFICATION OF CON	ITRACT	1. CONTRACT ID CODE		PAGE OF PAGE	AGES 4
2. AMENDMENT/MODIFICATION NO.	3, EFFECTIVE DA	ATE 4	REQUISITION/PURCHASE REQ. N	10. 5. F	PROJECT NO. (If	applicable)
P00008	See Block	16C 1	92117EROLESA0044			
6. ISSUED BY	CODE ICE/DCR		ADMINISTERED BY (If other than	Item 6) COI	DE ICE/DO	CR
ICEDETENTION COMPLIANCE IMMIGRATION AND CUSTOMS OFFICE OF ACQUISITION M 801 I STREET NW (b)(6): WASHINGTON DC 20536	ENFORCEMENT		CEDETENTION COMPLI MMMIGRATION AND CUS OFFICE OF ACQUISITE 801 I STREET NW (DM JASHINGTON DC 2053	STOMS ENFOR ION MANAGEM 6):		
8. NAME AND ADDRESS OF CONTRACTOR	(No., street, county, State and ZIF	P Code) (x	9A, AMENDMENT OF SOLICITAT	TON NO.		
MCKINSEY COMPANY INC WA 1200 19TH ST NW SUITE 1100 WASHINGTON DC 200362412	ASHINGTON DC	×	GS-10F-01165			
			HSCECR-17-F-00003	3		
	FAOI IN ACCE		10B. DATED (SEE ITEM 13)			
CODE 8252293180000	FACILITY CODE		12/26/2016 ENDMENTS OF SOLICITATIONS			
Items 8 and 15, and returning separate letter or telegram which includes a THE PLACE DESIGNATED FOR THE REC VITUE of this amendment you desire to char reference to the solicitation and this amend 12. ACCOUNTING AND APPROPRIATION D.	a reference to the solicitation a CEIPT OF OFFERS PRIOR TO nge an offer already submitted iment, and is received prior to	and amendment number O THE HOUR AND DAT d , such change may be the opening hour and d	E SPECIFIED MAY RESULT IN REJI nade by telegram or letter, provided	EDGEMENT TO BE I ECTION OF YOUR (each telegram or lett	RECEIVED AT OFFER If by	
See Schedule						
13. THIS ITEM ONLY APP	LIES TO MODIFICATION OF	CONTRACTS/ORDERS.	IT MODIFIES THE CONTRACT/ORD	DER NO. AS DESCR	IBED IN ITEM 14	
			HANGES SET FORTH IN ITEM 14 A BE ADMINISTRATIVE CHANGES (SU RITY OF FAR 43,103(b).			
C. THIS SUPPLEMENTAL AC	GREEMENT IS ENTERED IN	TO PURSUANT TO AUT	HORITY OF:			
X FAR 8.405-6(a)						
D. OTHER (Specify type of m	nodification and authority)					
E. IMPORTANT: Contractor	is not, X is required to	sign this document and	etum 1cop	ies to the issuing offi	ice.	
14. DESCRIPTION OF AMENDMENT/MODIL DUNS Number: 825229318 COR: (b)(6): (b)(7)(C) (202 Contracting Officer: (b)(6) Contract Specialist: (b)	3 2) 732 -(b)(6): (b)(7)(6): , (202)		C)	tter where feasible.)		
The purpose of this mod Management Strategies. technical quote which w	These services was submitted o	are provide n June 14, 2	d in accordance wi 017, and is hereby	th the ven	dor's ted by	
reference. Prices for t	the extended se	rvices CLINs	are in accordance	with the	vendor's	
updated price quote, su			*			
Continued						
Except as provided herein, all terms and con		enced in Item 9 A or 10A				
15A, NAME AND TITLE OF SIGNER (Type of			16A: NAME AND TITLE OF CONT	RACTING OFFICER	(Type or print)	
(b)(6); (b)(7)(C) Partner (b)(6); (b)(7)(C)			(b)(6); (b)(7)(C)		Tree	DATE GIOLIES
15B.	1	5C, DATE SIGNED	(b)(6); (b)(7)(C)	A	16C.	DATE SIGNED
		6/29/2017				
	sign)		(Signature of Contrac		IDARD FORM 30	(REV, 10-83)
NSN 7540-01-152-8070 Previous edition unusable				Presc	cribed by GSA (48 CFR) 53.243	

2019-ICLI-00048 1179

		$\overline{}$	
	REFERENCE NO, OF DOCUMENT BEING CONTINUED	PAGE	OF
CONTINUATION SHEET	GS-10F-0118S/HSCECR-17-F-00003/P00008	2	4

NAME OF OFFEROR OR CONTRACTOR

SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
(B)	(C)	(D)	(E)	(F)
All other terms and conditions remain the same. Exempt Action: N Sensitive Award: NONE Discount Terms: Net 30 FOB: Destination Period of Performance: 01/03/2017 to 04/07/2018 Add Item 2003 as follows: Total Cost of Ownership Procurement Strategy Step 5a: Complete first wave of value capture and prepare to implement new procurement operating model Period of Performance: 6/29/17 - 8/10/17 Product/Service Code: R799 Product/Service Description: SUPPORT- MANAGEMENT:				1,056,653.6
Accounting Info: (b)(7)(E) Funded: (b)(4) Add Item 2004 as follows: Total Cost of Ownership Procurement Strategy Step 5b: Complete second wave of value capture and implement new procurement operating model Period of Performance: 8/11/17 - 10/20/17 Amount: (b)(4) (Option Line Item) 08/09/2017 Product/Service Code: R799 Product/Service Description: SUPPORT- MANAGEMENT: OTHER				0.0
Accounting Info: Funded: \$0.00 Add Item 2005 as follows: Total Cost of Ownership Procurement Strategy Step 6: Expand value capture and implement the overall strategy Period of Performance: 10/21/17 - 2/10/18 Amount: (b)(4) (Option Line Item) 02/09/2018 Continued				0.0
	All other terms and conditions remain the same. Exempt Action: N Sensitive Award: NONE Discount Terms: Net 30 FOB: Destination Period of Performance: 01/03/2017 to 04/07/2018 Add Item 2003 as follows: Total Cost of Ownership Procurement Strategy Step 5a: Complete first wave of value capture and prepare to implement new procurement operating model Period of Performance: 6/29/17 - 8/10/17 Product/Service Code: R799 Product/Service Description: SUPFORT- MANAGEMENT: OTHER Accounting Info: (b)(7)(E) Funded: (b)(4) Add Item 2004 as follows: Total Cost of Ownership Procurement Strategy Step 5b: Complete second wave of value capture and implement new procurement operating model Period of Performance: 8/11/17 - 10/20/17 Amount: (b)(4) (Option Line Item) 08/09/2017 Product/Service Code: R799 Product/Service Description: SUPFORT- MANAGEMENT: OTHER Accounting Info: Funded: \$0.00 Add Item 2005 as follows: Total Cost of Ownership Procurement Strategy Step 6: Expand value capture and implement the overall strategy Period of Performance: 10/21/17 - 2/10/18 Amount: (b)(4) (Option Line Item) 02/09/2018	All other terms and conditions remain the same. Exempt Action: N Sensitive Award: NONE Discount Terms: Net 30 FOB: Destination Period of Performance: 01/03/2017 to 04/07/2018 Add Item 2003 as follows: Total Cost of Ownership Procurement Strategy Step 5a: Complete first wave of value capture and prepare to implement new procurement operating model Period of Performance: 6/29/17 - 8/10/17 Product/Service Code: R799 Product/Service Description: SUPPORT- MANAGEMENT: OTHER Accounting Info: (b)(7)(E) Funded: (b)(4) Add Item 2004 as follows: Total Cost of Ownership Procurement Strategy Step 5b: Complete second wave of value capture and implement new procurement operating model Period of Performance: 8/11/17 - 10/20/17 Amount: (b)(4) 08/09/2017 Product/Service Code: R799 Product/Service Description: SUPPORT- MANAGEMENT: OTHER Accounting Info: Funded: \$0.00 Add Item 2005 as follows: Total Cost of Ownership Procurement Strategy Step 6: Expand value capture and implement the overall strategy Period of Performance: 10/21/17 - 2/10/18 Amount: (b)(4) 00/09/2018 Option Line Item) (Option Line Item)	All other terms and conditions remain the same. Exempt Action: N Sensitive Award: NONE Discount Terms: Net 30 FOB: Destination Period of Performance: 01/03/2017 to 04/07/2018 Add Item 2003 as follows: Total Cost of Ownership Procurement Strategy Step 5a: Complete first wave of value capture and prepare to implement new procurement operating model Period of Performance: 6/29/17 - 8/10/17 Product/Service Code: R799 Product/Service Description: SUPPORT- MANAGEMENT: OTHER Accounting Info: (b)(7)(E) Funded: (b)(4) Add Item 2004 as follows: Total Cost of Ownership Procurement Strategy Step 5b: Complete second wave of value capture and implement new procurement operating model Period of Performance: 8/11/17 - 10/20/17 Amount: (b)(4)	All other terms and conditions remain the same. Exempt Action: N Sensitive Award: NONE Discount Terms: Net 30 FOB: Destination Period of Performance: 01/03/2017 to 04/07/2018 Add Item 2003 as follows: Total Cost of Ownership Procurement Strategy Step 5a: Complete first wave of value capture and prepare to implement new procurement operating model Period of Performance: 6/29/17 - 8/10/17 Product/Service Code: R799 Product/Service Description: SUPPORT- MANAGEMENT: OTHER Accounting Info: (b)(T/KE) Funded: (b)(4) Add Item 2004 as follows: Total Cost of Ownership Procurement Strategy Step 5b: Complete second wave of value capture and implement new procurement operating model Period of Performance: 8/11/17 - 10/20/17 Amount: (b)(4) Accounting Info: Funded: Service Code: R799 Product/Service Code: R799 Product/Service Description: SUPPORT- MANAGEMENT: OTHER Accounting Info: Funded: \$0.00 Add Item 2005 as follows: Total Cost of Ownership Procurement Strategy Step 6: Expand value capture and implement the overall strategy Period of Performance: 10/21/17 - 2/10/18 Amount: (b)(4) Amount: (D)(4) (Option Line Item) (02/09/2018)

	REFERENCE NO. OF DOCUMENT BEING CONTINUED	PAGE 0	F
CONTINUATION SHEET	GS-10F-0118S/HSCECR-17-F-00003/P00008	3	4

NAME OF OFFEROR OR CONTRACTOR

ITEM NO.	SUPPLIES/SERVICES	QUANTITY		UNIT PRICE	AMOUNT
(A)	(B)	(C)	(D)	(E)	(F)
	Product/Service Code: R799 Product/Service Description: SUPPORT- MANAGEMENT: OTHER				
	Accounting Info: Funded: \$0.00				
	Add Item 3003 as follows:	7.0			
3003	Talent Management Strategy Step 3A: Begin implementing immediate improvements to streamline the hiring process				1,119,771.
	Period of Performance: 6/29/17 - 8/24/17 Product/Service Code: R799 Product/Service Description: SUPPORT- MANAGEMENT: OTHER				
	Accounting Info:				
	(b)(7)(E)				
	Funded: (by//)				
	Add Item 3004 as follows:	2			
3004	Talent Management Strategy Step 3b: Continue implementing immediate improvements to streamline the hiring process				0.
	Period of Performance: 8/25/17 - 11/17/17 Amount: (b)(4) (Option Line Item) 08/24/2017 Product/Service Code: R799				
	Product/Service Description: SUPPORT- MANAGEMENT: OTHER				
	Accounting Info: Funded: \$0.00				
	Add Item 3005 as follows:				
3005	Talent Management Strategy Step 4: Sustain and continually improve hiring operations (Team A Portion)				0.
	Period of Performance: 11/18/17 - 4/7/18 Amount: (b)(4) (Option Line Item) 11/19/2017 Continued				
		1			

	REFERENCE NO, OF DOCUMENT BEING CONTINUED	PAGE	OF
CONTINUATION SHEET	GS-10F-0118S/HSCECR-17-F-00003/P00008	4	4

NAME OF OFFEROR OR CONTRACTOR
MCKINSEY COMPANY INC WASHINGTON DC

TEM NO.	SUPPLIES/SERVICES	QUANTITY		UNIT PRICE	AMOUNT
(A)	(B)	(C)	(D)	(E)	(F)
	Product/Service Code: R799		\Box		
	Product/Service Description: SUPPORT- MANAGEMENT:		ΙI		
	OTHER		ΙI		
			11		
	Accounting Info:		ΙI		
	Funded: \$0.00		ΙI		
			1 1		
	Add Item 3006 as follows:		ΙI		
006	Talent Management Strategy		1 1		0
000	Step 4: Sustain and continually improve hiring		ΙI		
	operations (Team E Portion)		ΙI		
	operacions (ream is roteron)		1 1		
	Period of Performance: 11/18/17 - 4/7/18		П		
	Amount: \$\(\frac{(b)(4)}{\text{Option Line Item}}\)		1 1		
	11/19/2017				
	Product/Service Code: R799				
	Product/Service Description: SUPPORT- MANAGEMENT:		ш	-	
	OTHER		П		
	None the Total				
	Accounting Info: Funded: \$0.00				
	Funded: \$0.00	1	1 1		
			1 1		
		1	П		
			1 1		
			П		
			П		
			1.1		
			П		
			1.1		
		1	1.1		
			П		
		1	Н	1	
		1	11		
			1 1		
			1 1		
		1			
		1			
		1			
		1	1 1		
		1			
		1			
		1			
		1			
		1			
	V				
	2i		1 1		
		1	1 1		
		1			
			1 1		
		1	1 1	l l	

AMENDMENT OF SOLICITATION/MODIFIC	ATION OF CONTRACT		1. CONTRACT ID CODE	PAGE	OF PAGES
				1 1	4
2. AMENDMENT/MODIFICATION NO.	3. EFFECTIVE DATE	4. RE	QUISITION/PURCHASE REQ. NO.	5, PROJEC	T NO. (If applicable)
P00009 6. ISSUED BY CODE	See Block 16C	7.40	DMINISTERED BY (If other than Item 6)	CODE TO	CE/DCR
1.0		ICE IMM OFF		REMOVALS INFORCEME IAGEMENT	}
8, NAME AND ADDRESS OF CONTRACTOR (No., stree	t, county, State and ZIP Code)	(x) 9	A. AMENDMENT OF SOLICITATION NO.		
MCKINSEY COMPANY INC WASHIN 1200 19TH ST NW SUITE 1100 WASHINGTON DC 200362412		9 x 10	B. DATED (SEE ITEM 11) OA. MODIFICATION OF CONTRACT/ORDER SS-10F-0118S ISCECR-17-F-00003 OB. DATED (SEE ITEM 13)	R NO.	
CODE 8252293180000	FACILITY CODE		12/26/2016		
	11. THIS ITEM ONLY AP	PLIES TO AMEND	MENTS OF SOLICITATIONS		
CHECK ONE A. THIS CHANGE ORDER IS ISSUED ORDER NO. IN ITEM 10A.	er already submitted, such ch is received prior to the openin uined) **TODIFICATION OF CONTRAC** PURSUANT TO: (Specify auti	ange may be mad ng hour and date s CTS/ORDERS. IT I thority) THE CHAN	e by telegram or letter, provided each telegra	m or letter make DESCRIBED IN N THE CONTRA	ITEM 14.
C. THIS SUPPLEMENTAL AGREEMEN	IT IS ENTERED INTO PURSI				
D. OTHER (Specify type of modification X 52.212-4 (c)	and authority)				
E. IMPORTANT: Contractor is not.	x is required to sign this de	ocument and reluc	n 1 copies to the iss	uing office	
14. DESCRIPTION OF AMENDMENT/MODIFICATION DUNS Number: 825229318 COR: (b)(6): (b)(7)(C) , (202) 732 Contracting Officer: (b)(6): Contract Specialist: (b)(6); (b)(The purpose of this modification and the second seco	(b)(6): (b)(7)(C) (202) 732-b (7)(C) , (202))(6): (b)(7)(C) 732-{(b)(6); (lead the part of the par	b)(7)(C) eriod of performance for	or CLINs	
in accordance with the Miles performance for all CLINs in	stone Payment S	chedule d	ated July 7, 2017. The		
CLIN 2003 - 6/29/17-8/18/17 Continued Except as provided herein, all terms and conditions of the strength	he document referenced in Ite	164	heretofore changed, remains unchanged and A, NAME AND TITLE OF CONTRACTING OF		
(b)(6); (b)(7)(C)	7/11/2	(b)	B. UNITED STATES OF AMERICA (6), (b)(7)(C) (Signature of Contracting Officer)		16C, DATE SIGNED
NSN 7540-01-152-8070 Previous edition unusable			(-green a reading winder)	STANDARD F Prescribed by FAR (48 CFR)	

AMENDMENT OF SOLICITATION/MODIFICA	ATION OF CON	TRACT		CONTRACT ID CODE		PAGE OF PAGES	10.751-
2. AMENDMENT/MODIFICATION NO.	3. EFFECTIVE DA	TE I	4. RE	EQUISITION/PURCHASE REQ. NO.	5. PR	0JECT NO. (If applica	2 ible)
P00010	See Block	1		2117EROLESA0047		The special section	,
6. ISSUED BY CODE	ICE/DCR		7. A	DMINISTERED BY (If other than Item 6)	CODE	ICE/DCR	
ICEDETENTION COMPLIANCE REM IMMIGRATION AND CUSTOMS ENFO OFFICE OF ACQUISITION MANAGE 801 I STREET NW (b)(6): (b)(7)(C) WASHINGTON DC 20536	IOVALS RCEMENT		IM OF 80	EDETENTION COMPLIANCE RIMIGRATION AND CUSTOMS ENTERICE OF ACQUISITION MANA 1 I STREET NW (b)(6): (b)(7)(C) SHINGTON DC 20536		VALS CEMENT	
8. NAME AND ADDRESS OF CONTRACTOR (No., street,	, county, State and ZIP	Code) ,	\ 9	PA. AMENDMENT OF SOLICITATION NO.			
MCKINSEY COMPANY INC WASHING 1200 19TH ST NW SUITE 1100 WASHINGTON DC 200362412			x 1	OB. DATED (SEE ITEM 11) OB. MODIFICATION OF CONTRACT/ORDER N GS-10F-0118S HSCECR-17-F-00003	0.		
2025	TEACH ITY CORE			IOB. DATED (SEE ITEM 13)			
CODE 8252293180000	FACILITY CODE			12/26/2016			
The above numbered solicitation is amended as set for				DMENTS OF SOLICITATIONS			
THE PLACE DESIGNATED FOR THE RECEIPT OF C virtue of this amendment you desire to change an offe reference to the solicitation and this amendment, and it 12. ACCOUNTING AND APPROPRIATION DATA (If required to schedule 13. THIS ITEM ONLY APPLIES TO ME	er already submitted , is received prior to th uired)	such change may be ne opening hour and d Net	mad late s	le by telegram or letter, provided each telegram o specified.	787,	887.00	
	CT/ORDER IS MODII I IN ITEM 14, PURS	FIED TO REFLECT TI UANT TO THE AUTHO	HE A	NGES SET FORTH IN ITEM 14 ARE MADE IN TI ADMINISTRATIVE CHANGES (such as changes in TY OF FAR 43.103(b).			
D. OTHER (Specify type of modification X 52.217-9	and authority)						
E. IMPORTANT: Contractor X is not.	is required to sig	gn this document and	retur	m copies to the issuing	n office		
14. DESCRIPTION OF AMENDMENT/MODIFICATION (DUNS Number: 825229318 COR: (b)(6); (b)(7)(C) (202) 732	(Organized by UCF s -(b)(6); (b)(7)(C)	section headings, inclusions (b) (6): (b)(7)(6)	uding	g solicitation/contract subject matter where feasib			
The purpose of this modifical CLIN 1003. This CLIN is now 8/14/17).		_				to (6/20/17 -	
All other terms and condition	ns remain	the same.					
Continued							
Except as provided herein, all terms and conditions of the 15A. NAME AND TITLE OF SIGNER (<i>Type or print</i>)	e document reference	ced in Item 9 A or 10A	164	heretofore changed, remains unchanged and in f A. NAME AND TITLE OF CONTRACTING OFFIC (6) (b)(7)(C)			
15B. CONTRACTOR/OFFEROR	150	C. DATE SIGNED	165	3. LINITED STATES OF AMERICA (6); (b)(7)(C)		16C. DATE SI	GNED
(Signature of person authorized to sign)				(Signature of Contracting Officer)			
NSN 7540-01-152-8070				Sī	IANDAI	RD FORM 30 (REV. 10	J-83)

 CONTINUATION SHEET
 REFERENCE NO. OF DOCUMENT BEING CONTINUED GS-10F-0118S/HSCECR-17-F-00003/P00010
 PAGE OF 2
 OF 2

NAME OF OFFEROR OR CONTRACTOR

TEM NO.	SUPPLIES/SERVICES	QUANTITY		UNIT PRICE	AMOUNT
(A)	(B)	(C)	(D)	(E)	(F)
	Exempt Action: N Sensitive Award: NONE				
	Discount Terms:				
	Net 30				
	Accounting Info:				
	(b)(7)(E)				
	FOB: Destination				
	Period of Performance: 01/03/2017 to 09/01/2017				
	Change Item 1003 to read as follows(amount shown				
	is the obligated amount):				
003	Transformation Task 3				787 , 887
	Step 2a: Support wave implementation and build				
	capabilities in 4 Wave 1 sites				
	Fully Funded Obligation Amount: (b)(4)				
	Incrementally Funded Amount: (b)(4)				
	Product/Service Code: R799				
	Product/Service Description: SUPPORT- MANAGEMENT:				
	OTHER	2			
		İ			
			i i		
		1			
		1	L		

AMENDMENT OF SOLICITATION/MODIFICA	ATION OF CONTRACT		CONTRACT ID CODE	PAGE OF PA	AGES			
2. AMENDMENT/MODIFICATION NO.	3. EFFECTIVE DATE		EQUISITION/PURCHASE REQ. NO.	5. PROJECT NO. (If	2 applicable)			
P00011			2117EROLESA0054	3. FROSEOT NO. (#	аррисавіе)			
6. ISSUED BY CODE	See Block 16C ICE/DCR		ADMINISTERED BY (If other than Item 6)	CODE ICE/DC	R			
ICEDETENTION COMPLIANCE REM IMMIGRATION AND CUSTOMS ENFO OFFICE OF ACQUISITION MANAGE 801 I STREET NW (b)(6); (b)(7)(C) WASHINGTON DC 20536	OVALS RCEMENT	IM OF 80	ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6); WASHINGTON DC 20536					
8. NAME AND ADDRESS OF CONTRACTOR (No., street,	county, State and ZIP Code)	()	9A. AMENDMENT OF SOLICITATION NO.					
MCKINSEY COMPANY INC WASHING 1200 19TH ST NW SUITE 1100 WASHINGTON DC 200362412		x	9B. DATED (SEE ITEM 11) 10A. MODIFICATION OF CONTRACT/ORDER GS-10F-0118S HSCECR-17-F-00003	R NO.				
CODE	EACH ITY CODE		10B. DATED (SEE ITEM 13)					
CODE 8252293180000	FACILITY CODE	DI IEO TO TOTAL	12/26/2016					
☐ The above numbered solicitation is amended as set fo			DMENTS OF SOLICITATIONS	xtended. is not exten				
	is received prior to the opening irred) DDIFICATION OF CONTRAC	Net In	specified.	\$1,361,159.74 DESCRIBED IN ITEM 14.	1			
	T/ORDER IS MODIFIED TO I IN ITEM 14, PURSUANT TO	REFLECT THE A	ADMINISTRATIVE CHANGES (such as chang TY OF FAR 43.103(b).					
D. OTHER (Specify type of modification	and authority)							
X 52.217-9								
E. IMPORTANT: Contractor	is required to sign this do							
14. DESCRIPTION OF AMENDMENT/MODIFICATION (DUNS Number: 825229318 COR: (b)(6): (b)(7)(C) (202) 732- Contracting Officer: (b)(6): (b)(7) Contract Specialist: (b)(6): (b)(7)	-(b)(6); (b)(7)(C) 			istine.)				
The purpose of this modification of the control of				_				
All other terms and condition	ns remain the s	same.						
Continued								
Except as provided herein, all terms and conditions of the 15A. NAME AND TITLE OF SIGNER (Type or print)	e document referenced in Iter	16	heretofore changed, remains unchanged and A. NAME AND TITLE OF CONTRACTING OF (6); $(b)(7)(C)$					
15B. CONTRACTOR/OFFEROR	15C. DATE	SIGNED 16	B. UNITED STATES OF AMERICA (6); (b)(7)(C)	16C. D	ATE SIGNED			
(Signature of person authorized to sign)			(Signature of Contracting Officer)	STANDARD FORM 32 "	DEV 40.00			
NSN 7540-01-152-8070				STANDARD FORM 30 (F	x⊏v. (0-83)			

 CONTINUATION SHEET
 REFERENCE NO. OF DOCUMENT BEING CONTINUED GS-10F-0118S/HSCECR-17-F-00003/P00011
 PAGE OF 2
 OF 2

NAME OF OFFEROR OR CONTRACTOR

ITEM NO.	SUPPLIES/SERVICES	QUANTITY (C)		UNIT PRICE	AMOUNT (E)
(A)	(B) Exempt Action: N Sensitive Award: NONE	(0)	(D)	(E)	(F)
	Discount Terms:				
	Net 30				
	Accounting Info: (b)(7)(E)				
	(0)(1)(2)				
	FOB: Destination Period of Performance: 01/03/2017 to 10/27/2017				
	Change Item 1004 to read as follows(amount shown is the obligated amount):				
1004	Transformation Task 3 Step 2b: Support wave implementation and build capabilities in additional 1 Wave 1 site (San				656,724.0
	Antonio) Fully Funded Obligation Amount: (b)(4)				
	Incrementally Funded Amount: (b)(4) Product/Service Code: R799				
	Product/Service Description: SUPPORT- MANAGEMENT: OTHER				
	Change Item 2004 to read as follows(amount shown is the obligated amount):				
2004	Total Cost of Ownership Procurement Strategy Step 5b: Complete second wave of value capture and implement new procurement operating model				704,435.
	Period of Performance: 8/19/17 - 10/27/17 Fully Funded Obligation Amount: (b)(4) Incrementally Funded Amount: (b)(4)				
	Product/Service Code: R799 Product/Service Description: SUPPORT- MANAGEMENT: OTHER				
		3			

AMENDMENT OF SOLICITATION/MODIFICA	ATION OF CONTRACT	CONTRACT ID CODE	PAGE OF PAGES				
			1 2				
2. AMENDMENT/MODIFICATION NO.	3. EFFECTIVE DATE	4. REQUISITION/PURCHASE REQ. NO.	5. PROJECT NO. (If applicable)				
P00012	See Block 16C	192117EROLESA0058					
CODE ICEDETENTION COMPLIANCE REM IMMIGRATION AND CUSTOMS ENFO OFFICE OF ACQUISITION MANAGE 801 I STREET NW (b)(6): WASHINGTON DC 20536		7. ADMINISTERED BY (If other than Item 6) CODE ICE/DCR ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6): (b)(7)(C) WASHINGTON DC 20536					
8. NAME AND ADDRESS OF CONTRACTOR (No., street, MCKINSEY COMPANY INC WASHING 1200 19TH ST NW SUITE 1100 WASHINGTON DC 200362412		9A. AMENDMENT OF SOLICITATION NO. 9B. DATED (SEE ITEM 11) X 10A. MODIFICATION OF CONTRACT/ORI	DER NO.				
		HSCECR-17-F-00003 10B. DATED (SEE ITEM 13)					
CODE 8252293180000	FACILITY CODE	12/26/2016					
0232233100000		AMENDMENTS OF SOLICITATIONS					
Items 8 and 15, and returning cop separate letter or telegram which includes a reference THE PLACE DESIGNATED FOR THE RECEIPT OF C virtue of this amendment you desire to change an offer reference to the solicitation and this amendment, and in 12. ACCOUNTING AND APPROPRIATION DATA (if requ	to the solicitation and amendment num PFFERS PRIOR TO THE HOUR AND D r already submitted , such change may s received prior to the opening hour an	DATE SPECIFIED MAY RESULT IN REJECTION of be made by telegram or letter, provided each tele d date specified.	NT TO BE RECEIVED AT DF YOUR OFFER If by gram or letter makes				
See Schedule	irea) Ne	t Increase:	\$1,713,378.61				
	T/ORDER IS MODIFIED TO REFLECT I IN ITEM 14, PURSUANT TO THE AU	E CHANGES SET FORTH IN ITEM 14 ARE MAD THE ADMINISTRATIVE CHANGES (such as character). AUTHORITY OF:					
D. OTHER (Specify type of modification X 52.217-9	and authority)						
E. IMPORTANT: Contractor X is not,	is required to sign this document a	nd return copies to the	issuing office.				
14. DESCRIPTION OF AMENDMENT/MODIFICATION (DUNS Number: 825229318 COR: (b)(6) (b)(7)(C) (202) 732- Contracting Officer: (b)(6); (b)(7)(C) Contract Specialist: (b)(6); (b)(7)(C)	(b)(6) (b)(7)(C) (C) (202) 732-(b)(6) (b)(7)(C)	feasible.)				
The purpose of this modification being obligated as shown below		funds for CLINs 1004 and	2004. Funds are				
All other terms and condition	ns remain the same.						
Exempt Action: N Sensitive And Continued	ward: NONE						
Except as provided herein, all terms and conditions of the 15A. NAME AND TITLE OF SIGNER (Type or print)	e document referenced in Item 9 A or 1	0A, as heretofore changed, remains unchanged at 16A. NAME AND TITLE OF CONTRACTING (b)(6); (b)(7)(C)					
15B. CONTRACTOR/OFFEROR	15C. DATE SIGNED	46B LIMITED STATES OF AMERICA (b)(6), (b)(7)(C)	16C. DATE SIGNED				
(Signature of person authorized to sign)		(Signature of Contracting Officer)					
NSN 7540-01-152-8070	·		STANDARD FORM 30 (REV. 10-83)				

REFERENCE NO. OF DOCUMENT BEING CONTINUED PAGE **CONTINUATION SHEET** GS-10F-0118S/HSCECR-17-F-00003/P00012 2 2

NAME OF OFFEROR OR CONTRACTOR
MCKINSEY COMPANY INC WASHINGTON DC

ITEM NO.	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
(A)	(B)	(C)	(D)	(E)	(F)
	Discount Terms:		Н		
	Net 30				
	Accounting Info:				
	(b)(7)(E)				
		1			
	FOB: Destination				
	Period of Performance: 01/03/2017 to 10/27/2017				
	Change Item 1004 to read as follows(amount shown is the obligated amount):				
004	Transformation Task 3				656,725.
	Step 2b: Support wave implementation and build				
	capabilities in additional 1 Wave 1 site (San Antonio)				
	Product/Service Code: R799				
	Product/Service Description: SUPPORT- MANAGEMENT:		ll		
	OTHER				
	Change Item 2004 to read as follows(amount shown				
	is the obligated amount):				
2004	Total Cost of Ownership Procurement Strategy				1,056,653.
	Step 5b: Complete second wave of value capture and implement new procurement operating model				
	Period of Performance: 8/19/17 - 10/27/17				
	Product/Service Code: R799				
	Product/Service Description: SUPPORT- MANAGEMENT: OTHER				

AMENDMENT OF SOLICITATION/MODIFICA	ATION OF CONTRA	ACT	CONTRACT ID CODE	PAGE	OF PAGES
2. AMENDMENT/MODIFICATION NO.	3. EFFECTIVE DATE	14	REQUISITION/PURCHASE REQ. NO.	1 5 PPO IECT I	NO. (If applicable)
P00013	See Block 16	1.0	92118EROLESA0001	J. PROJECTI	. (ii applicable)
6. ISSUED BY CODE	ICE/DCR		. ADMINISTERED BY (If other than Item 6)	CODE TOE	DCR
ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6); (b)(7)(C) WASHINGTON DC 20536			CEDETENTION COMPLIANCE MMIGRATION AND CUSTOMS OFFICE OF ACQUISITION MA BOO I STREET NW (b)(6); (b)(7)(1) WASHINGTON DC 20536	REMOVALS ENFORCEMEN ANAGEMENT	
A NAME AND ADDRESS OF CONTRACTOR (V			AMENIDMENT OF COLUMNATION NO		
8. NAME AND ADDRESS OF CONTRACTOR (No., street, MCKINSEY COMPANY INC WASHING 1200 19TH ST NW SUITE 1100 WASHINGTON DC 200362412		(x	9B. DATED (SEE ITEM 11)	ER NO.	
			10B. DATED (SEE ITEM 13)		
CODE 8252293180000	FACILITY CODE		12/26/2016 ENDMENTS OF SOLICITATIONS		
separate letter or telegram which includes a reference THE PLACE DESIGNATED FOR THE RECEIPT OF C virtue of this amendment you desire to change an offe	pies of the amendment; (I to the solicitation and an DFFERS PRIOR TO THE r already submitted, sucl	b) By acknowledgir nendment numbers HOUR AND DATE h change may be n	ng receipt of this amendment on each copy of t s. FAILURE OF YOUR ACKNOWLEDGEMEN E SPECIFIED MAY RESULT IN REJECTION O nade by telegram or letter, provided each teleg	the offer submitted; of IT TO BE RECEIVED IF YOUR OFFER If the	r (c) By AT
reference to the solicitation and this amendment, and 12. ACCOUNTING AND APPROPRIATION DATA (If required)			te specified. Increase:	\$1,407,75	9.58
See Schedule		20.70.70			
	CT/ORDER IS MODIFIED IN ITEM 14, PURSUAN	TO REFLECT TH	HANGES SET FORTH IN ITEM 14 ARE MADE E ADMINISTRATIVE CHANGES (such as char RITY OF FAR 43.103(b). HORITY OF:	****	
D. OTHER (Specify type of modification X 52.217-9	and authority)				
E. IMPORTANT: Contractor X is not.	is required to sign the	is document and re	eturn copies to the is	ssuing office.	
14. DESCRIPTION OF AMENDMENT/MODIFICATION (DUNS Number: 825229318 COR: (b)(6) (b)(7)(C) (202) 732 Contracting Officer: (b)(6) (b)(7)(6) Contract Specialist: (b)(6); (b)(7)(6)	(b)(6): (b)(7)(C)		©)	feasible.)	
The purpose of this modifica provided in accordance with 2017, and is hereby incorporaccordance with the vendors	the vendor's ated by refe	technical rence. Pri	quote which was submit ces for the extended se	tted on Oct ervice CLIN	ober 16,
All other terms and condition	ns remain the	e same.			
Except as provided herein, all terms and conditions of the 15A. NAME AND TITLE OF SIGNER (Type or print)	e document referenced in		as heretofore changed, remains unchanged an 16A. NAME AND TITLE OF CONTRACTING (b)(6); (b)(7)(C)		
15B. CONTRACTOR/OFFEROR	15C. DA	ATE SIGNED (I	b)(6); (b)(7)(C)		16C. DATE SIGNED
(Signature of person authorized to sign)			(Signature of Contracting Officer)		
NSN 7540-01-152-8070				STANDARD FOR	M 30 (REV. 10-83)

Previous edition unusable

Prescribed by GSA FAR (48 CFR) 53.243
 CONTINUATION SHEET
 REFERENCE NO. OF DOCUMENT BEING CONTINUED
 PAGE
 OF

 GS-10F-0118S/HSCECR-17-F-00003/P00013
 2
 2

NAME OF OFFEROR OR CONTRACTOR

SUPPLIES/SERVICES	QUANTITY	OI VIII	UNIT PRICE	AMOUNT
(B)	(C)	(D)	(E)	(F)
Exempt Action: N Sensitive Award: NONE Discount Terms:				
Step 3: Focused capability building for Wave & Data Driven Management teams + HQ wave planning				2,111,639.3
Incrementally Funded Amount: \$\(\frac{(b)(4)}{\}\) Delivery: 30 Days After Award Accounting Info: (b)(7)(E)	0 0 0			
Funded: (b)(4) Accounting Info: (b)(7)(E)				
Funded: (b)(4) Add Item 1006 as follows:				
Step 4: Quality assurance across ERO 2.0 Field Waves and Data Driven Management + HQ wave execution Amount: (b)(4) (Option Line Item) 01/15/2018 Product/Service Code: R799 Product/Service Description: SUPPORT- MANAGEMENT: OTHER				0.0
Accounting Info: Funded: \$0.00				
	Exempt Action: N Sensitive Award: NONE Discount Terms: Net 30 Delivery Location Code: ICE/ERO ICE ENFORCEMENT REMOVAL IMMIGRATION AND CUSTOMS ENFORCEMENT 801 I STREET NW (b)(6)(b)(7)(C) WASHINGTON DC 20536 FOB: Destination Period of Performance: 01/03/2017 to 01/23/2018 Add Item 1005 as follows: Step 3: Focused capability building for Wave & Data Driven Management teams + HQ wave planning Fully Funded Obligation Amount: (b)(4) Incrementally Funded Amount: (b)(4) Delivery: 30 Days After Award Accounting Info: (b)(7)(E) Funded: (b)(4) Accounting Info: (b)(7)(E) Funded: (b)(4) Accounting Info: (c)(7)(E) Funded: (c)(7)(E) Funded: (d)(4) Accounting Info: (e)(7)(E) Funded: (f)(4) Accounting Info: (f)(7)(E) Funded: (f)(Exempt Action: N Sensitive Award: NONE Discount Terms: Net 30 Delivery Location Code: ICE/ERO ICE ENFORCEMENT REMOVAL IMMIGRATION AND CUSTOMS ENFORCEMENT 801 I STREET NW [D)(6):(D)(7)(C) WASHINGTON DC 20536 FOB: Destination Period of Performance: 01/03/2017 to 01/23/2018 Add Item 1005 as follows: Step 3: Focused capability building for Wave & Data Driven Management teams + HQ wave planning Fully Funded Obligation Amount: (D)(4) Incrementally Funded Amount: (D)(4) Delivery: 30 Days After Award Accounting Info: (D)(7)(E) Funded: (D)(4) Accounting Info: (D)(7)(E) Funded: (D)(4) Add Item 1006 as follows: Step 4: Quality assurance across ERO 2.0 Field Waves and Data Driven Management + HQ wave execution Amount: (D)(4) O(7)(E) (Option Line Item) 01/15/2018 Product/Service Code: R799 Product/Service Description: SUPPORT- MANAGEMENT: OTHER Accounting Info:	Exempt Action: N Sensitive Award: NONE Discount Terms: Net 30 Delivery Location Code: ICE/ERO ICE ENFORCEMENT REMOVAL IMMIGRATION AND CUSTOMS ENFORCEMENT 801 I STREET NW [D)(6):(D)(7)(C) WASHINGTON DC 20536 FOB: Destination Period of Performance: 01/03/2017 to 01/23/2018 Add Item 1005 as follows: Step 3: Focused capability building for Wave & Data Driven Management teams + HQ wave planning Fully Funded Obligation Amount: (D)(4) Incrementally Funded Amount: (D)(4) Delivery: 30 Days After Award Accounting Info: (D)(7)(E) Funded: (D)(4) Accounting Info: (D)(7)(E) Funded: (D)(4) Add Item 1006 as follows: Step 4: Quality assurance across ERO 2.0 Field Waves and Data Driven Management + HQ wave execution Amount: (D)(4) (O)(7)(E) O1/15/2018 Product/Service Code: R799 Product/Service Description: SUPPORT- MANAGEMENT: OTHER Accounting Info:	Exempt Action: N Sensitive Award: NONE Discount Terms: Net 30 Delivery Location Code: ICE/ERO ICE ENFORCEMENT REMOVAL IMMIGRATION AND CUSTOMS ENFORCEMENT 801 I STREET NW (006).00/YC) WASHINGTON DC 20536 FOB: Destination Period of Performance: 01/03/2017 to 01/23/2018 Add Item 1005 as follows: Step 3: Focused capability building for Wave 6 Data Driven Management teams + HQ wave planning Fully Funded Obligation Amount: (DMA) Incrementally Funded Amount: (DMA) Incrementally Funded Amount: (DMA) Pelivery: 30 Days After Award Accounting Info: (0)(7)(E) Funded: (DMA) Add Item 1006 as follows: Step 4: Quality assurance across ERO 2.0 Field Waves and Data Driven Management + HQ wave execution Amount: (DMA) (Option Line Item) 01/15/2018 Product/Service Code: R799 Product/Service Description: SUPPORT- MANAGEMENT: OTHER Accounting Info:

AMENDMENT OF SOLICITATION/MODIF	ICATION OF CONTRACT	1- CONTRACT ID CODE	PAGE OF PAGES
2 - AMENDMENT/MODIFICATION NO	3 EFFECTIVE DATE	4 REQUISITION/PURCHASE REQ NO	1 2 5 PROJECT NO (If applicable)
P00014	See Block 16C	The design of th	(n approants)
6-ISSUED BY COI		7 - ADMINISTERED BY (If other than Item 6)	CODE ICE/DCR
ICEDETENTION COMPLIANCE FIMMIGRATION AND CUSTOMS EN OFFICE OF ACQUISITION MANA 801 I STREET NW (b)(6); (b)(7)(C) WASHINGTON DC 20536		ICEDETENTION COMPLIANCE IMMIGRATION AND CUSTOMS OFFICE OF ACQUISITION MA 801 I STREET NW (b)(6); (b)(7)(0) WASHINGTON DC 20536	NAGEMENT
8. NAME AND ADDRESS OF CONTRACTOR (No., s MCKINSEY COMPANY INC WASH: 1200 19TH ST NW SUITE 1100 WASHINGTON DC 200362412		98. AMENDMENT OF SOLICITATION NO. 98. DATED (SEE ITEM 11) X 10A. MODIFICATION OF CONTRACT/ORDE GS-10F-0118S HSCECR-17-F-00003	R NO
		10B DATED (SEE ITEM 13)	
CODE 8252293180000	FACILITY CODE	12/26/2016	
	11. THIS ITEM ONLY APPLIE	ES TO AMENDMENTS OF SOLICITATIONS	
THE PLACE DESIGNATED FOR THE RECEIPT over the property of this amendment you desire to change an reference to the solicitation and this amendment, and appropriation DATA (#See Schedule 13. THIS ITEM ONLY APPLIES TO SCHECK ONE A. THIS CHANGE ORDER IS ISSUE ORDER NO. IN ITEM 10A. FAR 43.103(a)	OF OFFERS PRIOR TO THE HOUR offer already submitted, such change and is received prior to the opening har required) DIMODIFICATION OF CONTRACTS/	nt numbers. FAILURE OF YOUR ACKNOWLEDGEMENT AND DATE SPECIFIED MAY RESULT IN REJECTION OF e may be made by telegram or letter, provided each telegrour and date specified. ORDERS. IT MODIFIES THE CONTRACT/ORDER NO. AS by THE CHANGES SET FORTH IN ITEM 14 ARE MADE FLECT THE ADMINISTRATIVE CHANGES (such as changed AUTHORITY OF FAR 43 103(b).	YOUR OFFER. If by am or letter makes DESCRIBED IN ITEM 14.
	ENT IS ENTERED INTO PURSUAN		
D OTHER (specify type of modifical	ion and authomy)		
DUNS Number: 825229318 COR: (b)(6); (b)(7)(C) (202) 7 Contracting Officer: (b)(6); Contract Specialist: (b)(6); (b)(6);	32-(b)(6); (b)(7)(C) (202) 732-(b)(6); 7)(C) (202) 732	ings, including solicitation/contract subject matter where for solicitation (contract subject matter where for (b)(7)(C) 2 - (b)(6); (b)(7)(C)	easible.)
additional cost to the Gov	ernment. The period	d the period of performance o d of performance is as follow	
CLIN 2004: 8/19/17 - 11/3/		m.o.	
All other terms and condit	rons remain the sam	me.	
	of the document referenced in Item 0	A or 10A, as heretofore changed, remains unchanged and	in full force and effect
15A. NAME AND TITLE OF SIGNER (Type or print)	2. 2.13 Goodmont referenced in Reili 9	16A NAME AND TITLE OF CONTRACTING O (b)(6); (b)(7)(C)	
(b)(6); Partner	f		
15B_CONTRACT((b)(6), (b)(7)(C)	15C DATE SIG	NED (b)(6); (b)(7)(C)	SC. DATE SIGNED
(Sig	10/26/17	(S@nature of Contracting Officer)	
NSN 7540-01-152 Previous edition unusable			STANDARD FORM 30 (REV + 10-83) Prescribed by GSA

FAR (48 CFR) 53.243

 CONTINUATION SHEET
 REFERENCE NO. OF DOCUMENT BEING CONTINUED GS-10F-0118S/HSCECR-17-F-00003/P00014
 PAGE 0F 2
 2
 2

NAME OF OFFEROR OR CONTRACTOR

EM NO.	SUPPLIES/SERVICES (B)	QUANTITY (C)	UNIT (D)	UNIT PRICE (E)	AMOUNT (F)
(A)	(B)	(0)	(D)	(E)	(F)
	Exempt Action: N Sensitive Award: NONE Discount Terms:				
	Net 30 Accounting Info:				
	(b)(7)(E)				
	FOB: Destination				
	Period of Performance: 01/03/2017 to 01/23/2018				
	Change Item 2004 to read as follows(amount shown is the obligated amount):				
004	Total Cost of Ownership Procurement Strategy Step 5b: Complete second wave of value capture and implement new procurement operating model				0
	Period of Performance: 8/19/17 - 11/3/17 Product/Service Code: R799 Product/Service Description: SUPPORT- MANAGEMENT:				
	OTHER				

AMENDMENT OF SOLICITATION/MODIFICATION OF CONTRACT			CONTRACT ID CODE	PAGE OF PAGES			
		1			1 2		
2. AMENDMENT/MODIFICATION NO.	3. EFFECTIVE DATE	4. RE	QUISITION/PURCHASE REQ. NO.	5. PF	ROJECT NO. (If applicable)		
P00015 6. ISSUED BY CODE	See Block 16C	7 40	MINISTERED BY //f other than Item 6)	COD	F TOR /DOD		
ICEDETENTION COMPLIANCE REMIMMIGRATION AND CUSTOMS ENFOOFFICE OF ACQUISITION MANAGE 801 I STREET NW (6)/6) WASHINGTON DC 20536	ICE IMM OFF 801	7. ADMINISTERED BY (If other than Item 6) CODE ICE/DCR ICEDETENTION COMPLIANCE REMOVALS IMMIGRATION AND CUSTOMS ENFORCEMENT OFFICE OF ACQUISITION MANAGEMENT 801 I STREET NW (b)(6); (b)(7)(C) WASHINGTON DC 20536					
A NAME AND ADDRESS OF CONTRACTOR (III	17/0 4 4		AMENDMENT OF COLICITATION NO				
8. NAME AND ADDRESS OF CONTRACTOR (No., street MCKINSEY COMPANY INC WASHING 1200 19TH ST NW SUITE 1100 WASHINGTON DC 200362412		(X) 96 X (G)	A. AMENDMENT OF SOLICITATION NO. B. DATED (SEE ITEM 11) DA. MODIFICATION OF CONTRACT/ORDE $S-10F-0118S$ SCECR-17-F-00003 DB. DATED (SEE ITEM 13)	R NO.			
CODE 8252293180000	FACILITY CODE	_ :	12/26/2016				
	11. THIS ITEM ONLY APPLIES	TO AMEND	MENTS OF SOLICITATIONS				
separate letter or telegram which includes a reference THE PLACE DESIGNATED FOR THE RECEIPT OF 0 virtue of this amendment you desire to change an offereference to the solicitation and this amendment, and 12. ACCOUNTING AND APPROPRIATION DATA (If regisee Schedule	oies of the amendment; (b) By acknoto the solicitation and amendment in DFFERS PRIOR TO THE HOUR AN ir already submitted, such change m is received prior to the opening hour uired)	owledging re numbers. F D DATE SP nay be made and date sp	eceipt of this amendment on each copy of the AILURE OF YOUR ACKNOWLEDGEMENT ECIFIED MAY RESULT IN REJECTION OF the by telegram or letter, provided each telegra	e offer sub TO BE RE YOUR OF am or letter	mitted ; or (c) By ECEIVED AT FER If by r makes		
			GES SET FORTH IN ITEM 14 ARE MADE I DMINISTRATIVE CHANGES (such as change) Y OF FAR 43.103(b).				
C. THIS SUPPLEMENTAL AGREEMEN	T IS ENTERED INTO PURSUANT T	O AUTHOR	RITY OF:				
D. OTHER (Specify type of modification	and authority)						
X FAR 43.103(a)							
E. IMPORTANT: Contractor is not.	x is required to sign this documen	nt and return	1 copies to the iss	suing office).		
14. DESCRIPTION OF AMENDMENT/MODIFICATION DUNS Number: 825229318 COR: (b)(6); (b)(7)(C) (202) 732 Contracting Officer: (b)(6); Contract Specialist: (b)(6); (b)(7) The purpose of this modifica	-(b)(6): (b)(7)(C) (202) 732-(b)(6): (b (C) (202) 732-	b)(7)(C) (b)(6); (b)	(7)(C)		N 1005 and		
1005 at no additional cost t		-					
CLIN 1005: 10/24/17 - 3/31/1 CLIN 1006: 4/1/18 - 6/30/18 Continued Except as provided herein, all terms and conditions of the		or 10A, as h	eretofore changed, remains unchanged and	l in full force	e and effect.		
15A. NAME AND TITLE OF SIGNER (Type or print)		16A	NAME AND TITLE OF CONTRACTING O				
(b)(6); Partner 15B. CONTRACTOR/OF (b)(6); (b)(7)(C)	15C. DATE SIGNE		6); (b)(7)(C)		16C. DATE SIGNED		
	November 8, 201	(b)(6); (b)(7)(C)		TOO. DATE SIGNED		
(Signature of NSN 7540-01-152-8070			(Signature of Contracting Officer)	STANDA	RD FORM 30 (REV. 10-83)		

Previous edition unusable

Prescribed by GSA FAR (48 CFR) 53.243
 CONTINUATION SHEET
 REFERENCE NO. OF DOCUMENT BEING CONTINUED GS-10F-0118S/HSCECR-17-F-00003/P00015
 PAGE QS-10F-0118S/HSCECR-17-F-00003/P00015
 PAGE QS-10F-0118S/HSCECR-17-F-00003/P00015

NAME OF OFFEROR OR CONTRACTOR

ITEM NO.	SUPPLIES/SERVICES	QUANTITY	UNIT	UNIT PRICE	AMOUNT
(A)	(B)	(C)	(D)	(E)	(F)
1005	All other terms and conditions remain the same. Exempt Action: N Sensitive Award: NONE Discount Terms: Net 30 FOB: Destination Period of Performance: 01/03/2017 to 03/31/2018 Change Item 1005 to read as follows(amount shown is the obligated amount): Step 3: Focused capability building for Wave & Data Driven Management teams + HQ wave planning Fully Funded Obligation Amount: (h)(4) Incrementally Funded Amount: (h)(4) Accounting Info: (b)(7)(E) Funded: \$0.00 Accounting Info:				0.0
1006	Funded: \$0.00 Change Item 1006 to read as follows(amount shown is the obligated amount): Step 4: Quality assurance across ERO 2.0 Field Waves and Data Driven Management + HQ wave execution Amount: (D)(4) (Option Line Item) 01/15/2018 Product/Service Code: R799 Product/Service Description: SUPPORT- MANAGEMENT: OTHER Accounting Info: Funded: \$0.00				0.0

AMENDMENT OF SOLICITATION/MODIFICA	ATION OF CONTRACT		CONTRACT ID CODE	PAGE	OF PAGES
		1.55	COLUMNITION PURPOSE RECORDS	1	2
2. AMENDMENT/MODIFICATION NO.	3. EFFECTIVE DATE		EQUISITION/PURCHASE REQ. NO. 118EROLESA0016	5. PROJECT	NO. (If applicable)
P00016 6. ISSUED BY CODE	See Block 16C		DMINISTERED BY (If other than Item 6)	CODE TO	- /
		ICI IMI OF:	EDETENTION COMPLIANCE MIGRATION AND CUSTOMS IN FICE OF ACQUISITION MAIN IN STREET NW (b)(6); (b)(7)(C) SHINGTON DC 20536	REMOVALS ENFORCEMEI NAGEMENT	E/DCR NT
8. NAME AND ADDRESS OF CONTRACTOR (No., street,	county. State and ZIP Code)	, , , 9	A. AMENDMENT OF SOLICITATION NO.		
MCKINSEY COMPANY INC WASHING 1200 19TH ST NW SUITE 1100 WASHINGTON DC 200362412		(X) 9 X 1	B. DATED (SEE ITEM 11) 0A. MODIFICATION OF CONTRACT/ORDE GS-10F-0118S ISCECR-17-F-00003 0B. DATED (SEE ITEM 13)	R NO.	
CODE 8252293180000	FACILITY CODE		12/26/2016		
	11. THIS ITEM ONLY APPL		MENTS OF SOLICITATIONS		
CHECK ONE A. THIS CHANGE ORDER IS ISSUED PORDER NO. IN ITEM 10A.	is received prior to the opening hard) DDIFICATION OF CONTRACTS PURSUANT TO: (Specify authority)	Net In ORDERS. IT I		\$175,969. DESCRIBED IN IT	95 F EM 14.
C. THIS SUPPLEMENTAL AGREEMENT D. OTHER (Specify type of modification X Incremental Funding	T IS ENTERED INTO PURSUAN		<u> </u>		
E. IMPORTANT: Contractor X is not.	is required to sign this docu	ment and retur	n copies to the iss	suing office.	
14. DESCRIPTION OF AMENDMENT/MODIFICATION (DUNS Number: 825229318 COR: (b)(6); (b)(7)(C) (202) 732- Contracting Officer: (b)(6); (b)(7)(C) Contract Specialist: (b)(6); (b)(7)(C) The purpose of this modificat	-(b)(6); (b)(7)(C) (2) (202) 732-(b)(6) (C) (202) 73	6); (b)(7)(C) 2-(b)(6); (b)(7)(C)		gated as
shown below.	10 00 PIOVI			223 0011	J000 40
All other terms and condition Exempt Action: N Sensitive Av Discount Terms: Continued Except as provided herein, all terms and conditions of the 15A. NAME AND TITLE OF SIGNER (Type or print)	ward: NONE	9 A or 10A, as h	neretofore changed, remains unchanged and N. NAME AND TITLE OF CONTRACTING O (5); (b)(7)(C)		
15B. CONTRACTOR/OFFEROR	15C. DATE SIG		LINITED STATES OF AMERICA 3); (b)(7)(C)		16C. DATE SIGNED
(Signature of person authorized to sign)			(Signature of Contracting Officer)		
NSN 7540-01-152-8070	-		- ,	STANDARD FOR	RM 30 (REV. 10-83)

NSN 7540-01-152-8070 Previous edition unusable STANDARD FORM 30 (REV. 10-83) Prescribed by GSA FAR (48 CFR) 53.243
 CONTINUATION SHEET
 REFERENCE NO. OF DOCUMENT BEING CONTINUED
 PAGE
 OF

 GS-10F-0118S/HSCECR-17-F-00003/P00016
 2
 2

NAME OF OFFEROR OR CONTRACTOR

ITEM NO. (A)	SUPPLIES/SERVICES (B)	QUANTITY (C)	UNIT (D)	UNIT PRICE	AMOUNT (F)
(A)	Net 30	(C)	(D)	(E)	(1)
	Accounting Info:				
	(b)(7)(E)				
	FOB: Destination Period of Performance: 01/03/2017 to 03/31/2018				
	reliad of reflormance. 01/03/2017 to 03/31/2010				
	Change Item 1005 to read as follows(amount shown				
	is the obligated amount):				
1005	Step 3: Focused capability building for Wave &				175,969.
1005	Data Driven Management teams + HQ wave planning				170,303.
	Fully Funded Obligation Amount: (b)(4)				
	Incrementally Funded Amount: (b)(4)				

AMENDMENT OF SOLICITATION/MODIFICA	ATION OF CONTRACT	г	CONTRACT ID CODE	PAGE	OF PAGES
AMENDMENT OF SOCIETATION/MODIFIE/	ATION OF CONTRACT			1	2
2. AMENDMENT/MODIFICATION NO.	3. EFFECTIVE DATE		EQUISITION/PURCHASE REQ. NO.	5. PROJECT N	NO. (If applicable)
P00017	See Block 16C	192	2118EROLESA0021		
6. ISSUED BY CODE	ICE/DCR	7. A	DMINISTERED BY (If other than Item 6)	CODE ICE	/DCR
ICEDETENTION COMPLIANCE REM IMMIGRATION AND CUSTOMS ENFO OFFICE OF ACQUISITION MANAGE 801 I STREET NW (b)(6); (b)(7)(C) WASHINGTON DC 20536		IM OF 80	EDETENTION COMPLIANCE MIGRATION AND CUSTOMS E FICE OF ACQUISITION MAN. 1 I STREET NW (b)(6); (b)(7)(C) SHINGTON DC 20536	AGEMENT	Г
8. NAME AND ADDRESS OF CONTRACTOR (No., street,	county, State and ZIP Code)	(x)	9A. AMENDMENT OF SOLICITATION NO.		
MCKINSEY COMPANY INC WASHING 1200 19TH ST NW SUITE 1100 WASHINGTON DC 200362412	GTON DC	x (OB. DATED (SEE ITEM 11) 10A. MODIFICATION OF CONTRACT/ORDER GS-10F-0118S HSCECR-17-F-00003 10B. DATED (SEE ITEM 13)	NO.	
CODE 8252293180000	FACILITY CODE		12/26/2016		
	11. THIS ITEM ONLY AP	PLIES TO AMENI	DMENTS OF SOLICITATIONS		
separate letter or telegram which includes a reference THE PLACE DESIGNATED FOR THE RECEIPT OF C virtue of this amendment you desire to change an offer reference to the solicitation and this amendment, and	to the solicitation and amend DFFERS PRIOR TO THE HO r already submitted , such ch s received prior to the openii	dment numbers. DUR AND DATE S nange may be mad	PECIFIED MAY RESULT IN REJECTION OF Y de by telegram or letter, provided each telegram specified.	O BE RECEIVED OUR OFFER If b	AT y
12. ACCOUNTING AND APPROPRIATION DATA (If requisee Schedule	uired)	Net Ir	ncrease:	\$527,909.8	34
	ODIEICATION OF CONTRAC	TS/ODDEDS IT	MODIFIES THE CONTRACT/ORDER NO. AS D	SESCRIBED IN ITE	
	T/ORDER IS MODIFIED TO I IN ITEM 14, PURSUANT TO	REFLECT THE A O THE AUTHORI	NGES SET FORTH IN ITEM 14 ARE MADE IN ADMINISTRATIVE CHANGES (such as change TY OF FAR 43.103(b). RITY OF:		
D. OTHER (Specify type of modification	and authority)				
X Incremental Funding	,				
E. IMPORTANT: Contractor X is not,	is required to sign this do	ocument and retur	m copies to the issu	ing office	
14. DESCRIPTION OF AMENDMENT/MODIFICATION (DUNS Number: 825229318 COR: (b)(6): (b)(7)(C) , (202) 732- Contracting Officer: (b)(6): (b)(7) Contract Specialist: (b)(6); (b)(7)	Organized by UCF section h -(b)(6); (b)(7)(C) (202) 732-(b	neadings, including	g solicitation/contract subject matter where feat	sible.)	
The purpose of this modificat	tion is to pro	vide fund	s for CLIN 1005.		
All other terms and condition Exempt Action: N Sensitive And Discount Terms: Net 30 Continued		same.			
Except as provided herein, all terms and conditions of the	e document referenced in Ite				
15A. NAME AND TITLE OF SIGNER (Type or print)			A. NAME AND TITLE OF CONTRACTING OFF (6); (b)(7)(C)	FICER (Type or pri	nt)
15B. CONTRACTOR/OFFEROR	15C. DATE		B. LINITED STATES OF AMERICA 6); (b)(7)(C)		16C. DATE SIGNED 2/7/2018
(Signature of person authorized to sign)			(Signature of Contracting Officer)		2/1/2010
NSN 7540-01-152-8070	'	-		STANDARD FORM	M 30 (REV. 10-83)

NSN 7540-01-152-8070 Previous edition unusable STANDARD FORM 30 (REV. 10-83) Prescribed by GSA FAR (48 CFR) 53.243
 CONTINUATION SHEET
 REFERENCE NO. OF DOCUMENT BEING CONTINUED GS-10F-0118S/HSCECR-17-F-00003/P00017
 PAGE 0F 2
 OF 2

NAME OF OFFEROR OR CONTRACTOR

ITEM NO.	SUPPLIES/SERVICES	QUANTITY		UNIT PRICE	AMOUNT
(A)	(B)	(C)	(D)	(E)	(F)
	Accounting Info:				
	(b)(7)(E)				
	İ				
	FOB: Destination				
	Period of Performance: 01/03/2017 to 03/31/2018				
		1	İ		
	Change Item 1005 to read as follows (amount shown				
	is the obligated amount):				
1005	Step 3: Focused capability building for Wave &				527,909.
	Data Driven Management teams + HQ wave planning				
			İ		
		1	l		
			l		
		1	l		
		1			
		1			
		1	1		

); (b)(7)(C)		
Sent: 20 0	Oct 2017 18:49:52 +0000		
To: (b)(6)	; (b)(7)(C)		
Cc:			
-	McKinsey		
Attachments: 02.0	03_Limited Sources Justifica	ation TT3 Extension (OPLA	CALD).docx
(b)(6):			
Can you please let us know vextension?	when you have about 5 – 10	0 minutes to discuss the LS.	J for the McKinsey
Thanks, (b)(6); (b)(7)(C)			
From: (b)(6); (b)(7)(C) Sent: Friday, October 20, 2 To: (b)(6); (b)(7)(C) Cc: Subject: FW: McKinsey	017 1:59 PM		
From: (b)(6); (b)(7)(C)			
Sent: Friday, October 20, 2	 017 1:14 PM		
To: (b)(6); (b)(7)(C)	017 1111111	1	
Cc:			
Subject: McKinsey			
nand I reviewed. See have some issues regarding which would require all FY17	the justification for why the	e sole source and especially	
(b)(6); /b)(7)/			
(b)(6); (b)(7)(C) Chief, Commercial and Admit Office of the Principal Legal Immigration and Customs En Office: 202.732. (b)(6) Cell: 202.904. (h)(6)	Advisor		
After you've done a thing the so After 10 years, throw it away a			ok at it with suspicion.
*** Warnir	ng *** Attorney/Client Privile	ge *** Attorney Work Produ	ct ***

This communication and any attachments may contain confidential and/or sensitive attorney/client privileged information or attorney work product and/or law enforcement sensitive information. It is not for release, review, retransmission, dissemination, or use by anyone other than the intended recipient. Please notify the sender if this email has been misdirected and immediately destroy all originals and copies. Furthermore do not print, copy, retransmit, disseminate, or otherwise use this information. Any disclosure of this communication or its attachments must be approved by the Office of the Principal Legal Advisor, U.S. Immigration and Customs Enforcement. This document is for INTERNAL GOVERNMENT USE ONLY and may be exempt from disclosure under the Freedom of Information Act, 5 USC §§ 552(b)(5), (b)(7).

Withheld pursuant to exemption

(b)(5); WIF Draft

Withheld pursuant to exemption

(b)(5); WIF Draft

Withheld pursuant to exemption

(b)(5); WIF Draft

Withheld pursuant to exemption

(b)(5); WIF Draft

Withheld pursuant to exemption

(b)(5); WIF Draft